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INSCOM JOURNAL

February 1994



- Maj. Gen. Menoher Visits Our Troops in Africa, Middle East
- Mentoring — Showing the Path to Others
- 202nd MI Battalion Trains for Urban Warfare



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Cover Photo: SpC. Helene Carras, a soldier with the 201st MI Battalion, takes aim with her M16A1 rifle during an exercise.
(Photo by Staff Sgt. Edith Davis)

Top Soldiers Excel Worldwide

Maj. Gen. Paul E. Menoher Jr.

We're only as good as our people. I've touched on this in every *INSCOM Journal* article I've written to date, and it was brought home to me again during the last week in December, when Command Sgt. Major Art Johnson and I visited our soldiers in Somalia, Saudi Arabia and Kuwait. Staff Sgt. Tom Weiderstein's article in this issue of the *INSCOM Journal* (page 3) describes the trip in some detail. Suffice it to say that at every stop, we saw INSCOM soldiers who were dedicated, enthusiastic and exceptionally talented, plus we talked to commanders and senior intelligence officers who were effusive in their praise for the support they were receiving from our soldiers.

As you would expect, most of the soldiers we visited were from the 513th MI Brigade, and many of them were volunteers on at least their second TDY tour in the AOR. However, we also saw soldiers from several other INSCOM major subordinate commands, including representatives of six different INSCOM units in Somalia. Regardless of the unit to which they were assigned, all soldiers we saw in Somalia and the other countries we visited knew their business and were going about it proudly and professionally

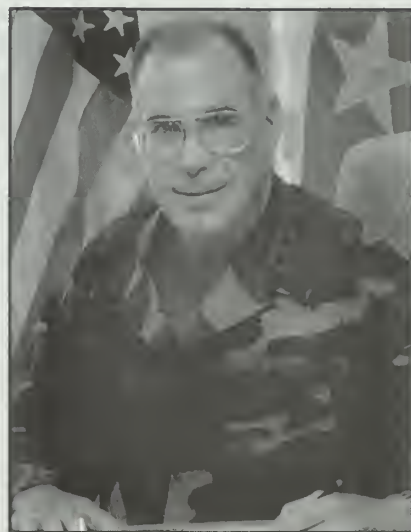
despite working in less than ideal conditions and in some cases under the threat of enemy action. What I saw reaffirmed my belief that there is nothing our people can't do if we focus and resource their efforts properly.

This outstanding talent extends across INSCOM and our Army for that matter, which gives us the ability to accommodate changes in key personnel. For example, two officers who have played key leadership roles in INSCOM are retiring this month. Col. Joe Stroud, Commander of our 501st MI Brigade in Korea from 1990 to 1992 and INSCOM DCSOPS since

1992, will retire Feb. 1 after 30 years of service. And Col. Bill Robeson, who commanded the 513th MI Brigade from 1990 to 1992 and led it in Desert Shield/Desert Storm and, subsequently, has served as INSCOM Chief of Staff and Deputy Commander, will retire at the end of the month after 31 years of service.

Both Joe Stroud and Bill Robeson have

made huge contributions to INSCOM (so much so that both are being recommended for the Distinguished Service Medal, an award usually given to General Officers only). Both will be missed terribly as individuals for their caring leadership and great wisdom and wit. But an INSCOM will go on and continue to prosper, because other



great leaders will step in to replace them. Specifically, Col. Ron Carter, former commander of Field Station Augsburg and the 701st MI Brigade, G2 of I Corps, and J2 of Joint Task Force Provide Promise, will replace Stroud as DCSOPS; Mr. Malcolm Hollingsworth, INSCOM Deputy Chief of Staff for many years, will replace Robeson as Chief of Staff until next summer; and Col. Byron Dean, INSCOM IG and former Chief of Staff, will become Deputy Commander. Each of them is not only superbly qualified, but they bring a wealth of experience and vast knowledge of INSCOM and our business to ensure that the command will continue to excel.

The same kind of transition will occur this summer when we change commanders in many of our major subordinate commands. Again, we will lose talented, caring leaders, but they will all be replaced by equally outstanding leaders, and their commands will continue to grow and prosper. Continuity, despite great change, is the hallmark of our great Army, and it
see CG, page 14

Soldiers Have Future in Today's Army

Command Sgt. Maj. Art Johnson

“Do I have a future in today's Army?” This is a question frequently asked by many of our soldiers. How we, the leadership, answer this question can make an impact on a soldier's decision to reenlist or ETS. Our Army is a great place to serve, grow and develop sound leadership traits. There is room for those who want to serve our country as part of our Army. You will have to adjust to changes and may have to retrain into a different military occupational specialty (MOS) or language, but, yes, there is a future for those who want to serve.

While it is true that there are several programs in place that may lead to the perception that we are continually making large reductions in personnel, it must be emphasized that these are voluntary programs. There is no involuntary reduction in force for enlisted soldiers. The separation benefits packages currently in place for the enlisted force was unheard of five years ago. These incentive programs should not be viewed as a negative

influence, but should be applauded as positive programs enacted to ease the burden for soldiers transitioning to civilian life.


As I visit our command, I am very pleased to see our leadership talking with soldiers, fostering an attitude that encourages quality soldiers to make a conscious decision to stay with the Army team. Your mentoring is having a positive influence on our young soldiers and noncommissioned officers. Keep up the good work.

Some recent changes to the retention program have been made in an effort to increase reenlistment rates. A change to the CONUS-to-CONUS reenlistment option has allowed eligible mid-career soldiers serving at a CONUS location to reenlist for another stateside location. While this option is not available to all mid-careerists, it is a positive change that will benefit many soldiers. Recent modifications to the Army Service School Reenlistment Option have streamlined procedures for many soldiers to reenlist for basic, intermediate or advanced language



training as well as reenlist from an overage to a shortage language within the same MOS. This option especially should be attractive to many of our INSCOM soldiers.

Congress recently enacted legislation to provide funding for the Selective Reenlistment Bonus Program and incentive pay for the next two years. Enlisted promotion authorizations for Fiscal Year 1994 are projected to reach record levels in the ranks of sergeant through sergeant major. The Noncommissioned Officer Education System continues to produce the most highly-trained quality NCOs in the history of the Army.

Bottom Line — there will always be a place in the Army for quality soldiers! 

SILENT WARRIORS!

(Sgt. Maj. George E. Sluzenski, INSCOM Retention Office, contributed to this article.)

Maj. Gen.
Paul E.
Menoher
and
Command
Sgt. Maj. Art
Johnson talk
to soldiers at
the Airport
site.



Photo by Staff Sgt. Thomas L. Weiderstein

INSCOM CG Visits Our Deployed Soldiers

Story and photos by Staff Sgt. Thomas L. Weiderstein

Maj. Gen. Paul E. Menoher Jr., INSCOM commander, and INSCOM Command Sgt. Major Art Johnson visited our soldiers in Somalia, Saudi Arabia, and Kuwait from December 27-31. I had the privilege of accompanying them on this trip. We traveled close to 20,000 air miles, received briefings and talked to soldiers.

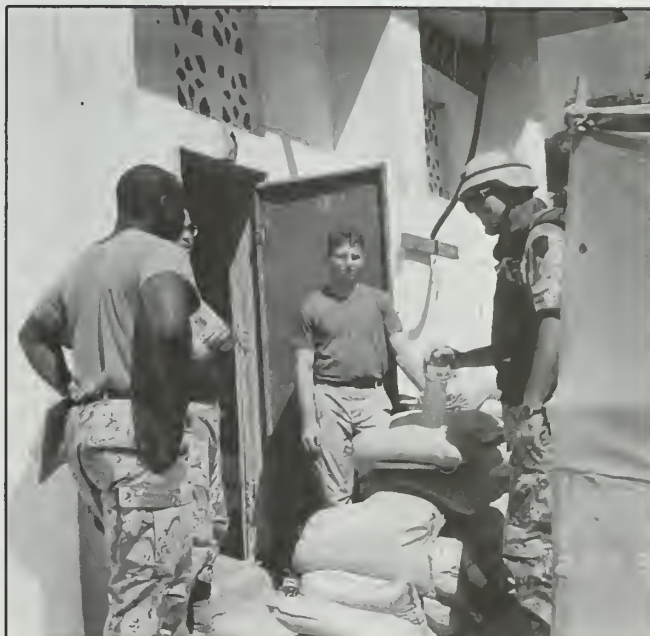
Having never been there, it was a real eye-opener and brought home the realization of why training in preparation for any contingency is so important. Every leader I've had has stressed that tough, realistic training is the key to success on the battlefield. You really do not realize how true that statement is until you've experienced first hand soldiers performing their assigned mission under live combat conditions; a soldier's existence depends on how well he or she is trained.

INSCOM soldiers are working in a direct support role subordinate to the

major command in their area of operation. Every soldier we saw was going about his or her duties professionally and proudly. There's nothing like an opportunity to perform in a real-world environment. Talk about job satisfaction!

The condition of each area of operation varied depending on the equipment and supplies they have. The best case in Somalia was an air-conditioned trailer, but five feet from it was a bunker equipped with communication gear and cots in case of mortar attack. Our soldiers were also working out of a tent surrounded with concertina wire which was used to deter entrance into the area. You will not find a dirt-free environment or raised floor to keep the equipment cool — luxury is a chair with a cushion on it.

Maj. Gen. Paul E. Menoher (right) observes the setup of the Newport site.



Maj. Gen. Paul E. Menoher (right) finds out first hand about life at the Sword Base site.



Traveling through the city of Mogadishu reminds one of the movie, "Mad Max Beyond Thunderdome." It will be a long time before Somalia returns to normal. In contrast, traveling through Kuwait and Saudi Arabia, it would be very hard to tell that there had been a war in that area only three years ago. In Kuwait, there is a burned-out tanker ship and a few badly damaged buildings left there as a reminder of the devastation that took place.

INSCOM soldiers are providing outstanding support and will continue to be there as long as they are needed. The conditions are challenging; the soldiers are meeting them head-on and not looking back. ✠

Staff Sgt. Weiderstein is in the office of the Command Sergeant Major, INSCOM.

Mentorship:

Who Will Fill Your Shoes?

By Spc. Jeanne M. Colby

“An easy way to think about mentorship is: skill, drill, will, and kill,” said Sgt. 1st Class Edward R. Schafer, INSCOM Equal Opportunity Advisor. “You can teach people to have a skill. You drill them on the collective functions of an organization and teamwork. ‘Kill’ is mission accomplishment. If people aren’t mentored or treated fairly, they don’t have the will to kill.

“In other words, you can have skill and drill, but without the will, you won’t get the kill. Col. (Mike) Malone taught me that,” he said.

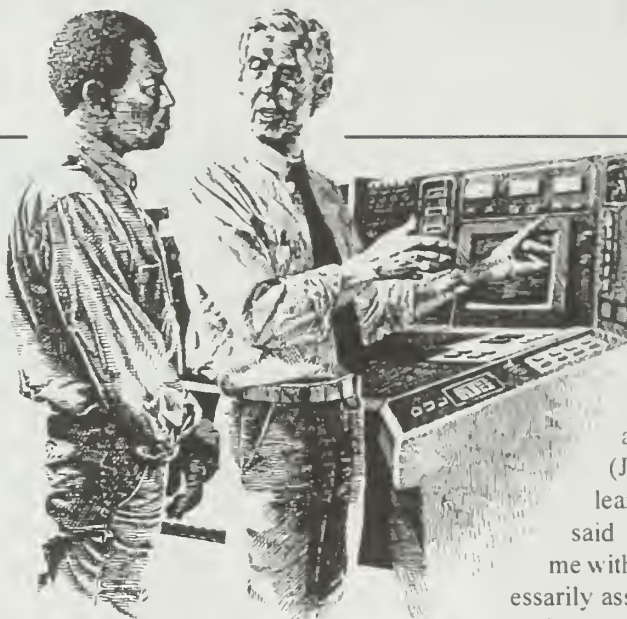
Webster’s Dictionary defines a mentor as a trusted teacher or counselor, and mentorship is the influence, guidance or direction provided.

A recent study, *Workforce 2000*, estimates that in the year 2010, seven out of 10 workers will not be white males, said Schafer. “With such diversity in the workplace, those managers who do not find ways to communicate with others can affect the overall success of our country. While trying to stay competitive worldwide, we must get a handle on the diversity issue.”

Many minorities and women lack the mentorship to achieve certain positions. These people have the knowledge and skill, but need someone to guide them and take them under their wings, said Schafer.

Women and minorities especially need mentoring because they don’t come into an organization from the mainstream, said INSCOM Chaplain (Col.) Calvin H. Sydnor, III. They have a different perception of who they are. And people tend to work with their friends.

“Information is power,” said Sydnor. “If you’re not part of the network, you’re not part of the power.”



“This country has made heroes out of the wrong people and forced people to be mentors without the skills,” said Ivory C. Roberts, INSCOM’s Command Intelligence, Technical and Education Manager. “For example, athletes; mentors should be people you touch every day—parents, bosses, teachers. Media perpetuates and causes these things to happen.”

A mentor needs to be sincere, levelheaded and have systemic knowledge of racial, gender and ethnic nuances, said Sydnor. In order to talk to people, you have to know about some of the different ethnic nuances of relationships.

Sydnor said that one problem with mentoring someone of the opposite gender is that you can’t discuss something between just the two of you outside the office. People decide that there’s more to it, while two males working together can have a discussion outside the office and no one thinks anything of it.

“I think that mentorship is essential to the success of an organization. People with experience have to pass that to the people who are replacing them, and they have to do it in a manner that promotes production.

Without it you don’t have a synchronistic operation,” said Schafer.

“I’ve had a few good mentors — (former INSCOM) Command Sgt. Maj. (Raymond) McKnight and Command Sgt. Maj. (James P.) McKenna. I’ve learned a lot from them,” said Schafer. “They trusted me with responsibility not necessarily associated with my grade at the time. And they held me accountable for that responsibility.”

“To me, mentorship is someone who takes the time to personally teach you how to step to the next ladder. As a person climbs in rank, it goes hand in hand with leadership,” said Master Sgt. Ann M. Trammell, Noncommissioned Officer-in-Charge of Training Management in the INSCOM Office of the Deputy Chief of Staff for Operations.

“My first mentor was the NCOIC of the S3. I was a private in a unit at Fort Hood, Texas. I was out of my element in the intelligence field. He took a special interest in mentoring me, and he helped me develop,” said Trammell.

Roberts’ mentors are Walter Fountroy, an ex-Congressman, and the INSCOM Chief of Staff, Col. William M. Robeson, as well as some of his neighbors and his pastor. They are unsung heroes, he said. He receives advice from his mentors on a vast array of subjects.

“I mentor by setting examples. Young soldiers tell me they’re proud of me. Soldiers come to me to talk about personal problems when they’re not comfortable going to their sergeants,” said Roberts.

Sometimes, the person doing the mentoring is not aware of what he is doing. The most important role model for those entering the military today is probably the first drill sergeant at the initial station, said Schafer. "That person makes the biggest initial impact. He really has a very big responsibility to set a brand new soldier on the right path. It's a very big role. After that, the squad leader, platoon sergeant and platoon leader pick up the ball."

The first-line supervisor is the most important role model for those entering the military today, said Trammell. "They deal with soldiers every day, and they have the biggest impact on how a soldier progresses."

"As a mentor, you definitely need to look at the positive aspects that a person brings to an organization and capitalize on those aspects," said Schafer. A mentor also needs to be approachable and can't stereotype or place limitations based on physical appearance or gender. He also needs to motivate people by rewarding good performance and making corrections with tact. Most importantly, he must set the example 100 percent.

Sydnor would like to see a mentorship program in the military. "I would like to see the Army institutionalize and formalize the mentoring process. We lose a lot of people who are not part of the mentoring process. Professional schools have a mentoring program," said Sydnor.

Schafer said he would support an Army mentorship program, if the Army felt a need, but right now the demographics don't warrant one.

"Generally, minorities are underrepresented in the officer population and overrepresented in the enlisted population," said Schafer, "but that is changing. The number of minorities in the ranks of captain and major have increased within the last few years."

Instead of a formal program, Trammell prefers an informal system in addition to the NCO and civilian performance counseling. She said mentoring has to be a personal thing. "It's something you want to do. Someone has mentored you along the way, and you want to give back," she added.

"To any soldier out there who will ever be in a leadership position," said Trammell, "you have soldiers' careers in your hands. You can make such a big difference. Probably the

most important thing is to let them know you care. That's where it starts. If you don't feel that, you probably shouldn't stay in the Army." ❧

Mentorship: INSCOM's Education 2000 Program

By Spc. Jeanne M. Colby

Adopt-A-School, part of INSCOM's Education 2000 Program, is a mentorship program. Soldiers and civilians in the INSCOM community provide assistance and guidance to children at a selected neighborhood school.

"INSCOM has the best mentorship program nationwide. The rest of the country should look at INSCOM's Education 2000 program. You have to look at the total individual," said Ivory C. Roberts, USAINSCOM's Command Intelligence, Technical and Education Manager and Adopt-A-School Coordinator.

Many programs are not supported from the top, said Roberts. "They are fragmented with no set goals and objectives. It takes commitment from the total staff to support such a program."

The INSCOM leadership has demonstrated that they really care about people, said Roberts. Concerned about children and their values, he said, "We can no longer afford to put the total responsibility of educating our children on the school system, let alone the rearing of our children. The school system doesn't have the resources."

Some of the mentors in Adopt-A-School program eat lunch with a child. It's not just an idle time, said Roberts. It's a time for talking about jobs and other important things.

Many high school graduates are not employable, said Roberts. They have the wrong attitude.

In today's world, reading and writing are no longer enough — people must be able to comprehend what they read; they must be able to write legibly. The situation is one that can be corrected if individuals go beyond the basic skills. They must attend places of higher learning — schools, colleges, education and experience go hand-in-hand.

So often, the attitude of people is on a self-destructive course. Their minds must be receptive to change — they must see things in a different light, and in so doing, a new world opens up to them. Students, even though they view school as an unpaid job — have to realize that going to school is only a part of their lives, that better things are ahead.

"We have the responsibility to educate our citizens in order to be competitive," said Roberts. "Americans are a team. When the Russians or the Japanese talk about Americans, they're talking about all Americans. Some are just not ready to be productive on our team," he emphasized.

"I feel that the parents in this country should be reeducated on their responsibilities as parents in terms of who they allow to be mentors for their children. Parents need to empower themselves and take on the responsibility of being a hero for their child. Currently, parents send their child to schools, YMCAs, Boys' Clubs, Girls' Clubs, etc., and allow these people to be the mentors," said Roberts. ❧

INSCOM Employees Attend BIG Conference

By Debra Small

The Blacks in Government National Annual Training Conference was held in Los Angeles, Calif., in August. INSCOM's Debra Small, Black Employment Program representative, and alternate, Capt. Donald Hamilton, attended the BIG conference.

INSCOM promotes equal opportunity for all employees and uses the BIG conference as a tool to provide training to personnel in the areas of equal employment and self-development.

Over 3,000 government employees attended the BIG conference this year. The theme, "Creating a Climate for Change," emphasized the importance of preparing for changes occurring in government. The conference offered over 70 workshops and general sessions featuring prominent lecturers, elected officials, national leaders and policy-makers.

At the conference, the Department of Army held workshops. The conference was hosted by Isiah Gatling from DA's Equal Employment Op-

portunity Agency; the keynote speaker was Dr. Ronald P. Sanders, Principal Director, Office of the Deputy Assistant Secretary of Defense. Other speakers included representatives from the Office of the Secretary of Defense, National Guard Bureau, Department of the Air Force, Department of the Navy, U.S. Equal Employment Opportunity Commission, and the U.S. Office of Personnel Management.

Subjects covered included human resource management, leadership, environmental equity, law enforcement, career management and development, financial analysis and planning, performance and productivity, stress management and substance abuse.

BIG, a nonprofit, nonpartisan organization, was formed in 1975 by federal employees at the Department of Health, Education and Welfare. It was incorporated in 1976. Membership is voluntary and is open to local, state and federal employees. The organization is made up of 170 chapters within 11 regions throughout the United States.

The next Blacks in Government National Annual Training Conference will be held in Washington, D.C., Aug. 1-5, 1994. ❧

Ms. Small is with the INSCOM Operations Branch, Fort Belvoir, Va.

INSCOM has five special emphasis programs, the Federal Women's Program, the Black Employment Program, the Hispanic Employment Program, the Asian-Pacific Program and the Handicapped Disabled Program. The special emphasis programs address the issues and concerns of each group.

Further information about these programs can be obtained through INSCOM's Equal Employment Opportunity Office, (703) 706-1336, or the Fort Belvoir Black Employment Program representative for INSCOM, Debra Small, (703) 706-1695/2130. ❧

Black History Month
February 1994



INSCOM Linguists Wage 'War of Words'

By Chief Warrant Officer Timothy E. Jones

While not the kind of trench warfare experienced in the "Big One," INSCOM linguists engaged in a "war of words" with fellow linguists from throughout U.S. Forces Command during the 5th Annual I Corps Language Olympics at Fort Lewis, Wash., Nov. 4 - 7.

The three day "war of words" was designed to test the warfighting skills of INSCOM soldiers from the 501st, 703rd and 704th MI Brigades, among others.

As the opening ceremonies neared, competitors from 10 battalions and the 1st Special Forces Group gathered at the Olympic village set up by the host, 201st MI Brigade from Fort Lewis. Under warm skies rimmed by Mount Rainier, Maj. Gen. William Matz Jr., deputy commanding general, I Corps, presided over the opening ceremonies, praising the combatants and emphasizing the importance of language skills to warfighters. With great fanfare provided by the I Corps Band and under the watchful eyes and ears of local television and radio broadcasters, Matz opened the games by lighting the Olympic torch carried by 2nd Lt. Susan Armstrong of the 502nd MI Battalion, U.S. Army 10-mile champion.

Developed by Warrant Officer Jeffrey Knisell, 502nd MI Battalion, the games consisted of eight events in both Korean and Chinese Mandarin. The events, many of which were patterned after popular game shows, tested the linguists' ability to perform a variety of tasks using each of the four skills: reading, writing, speaking and listening.

A new event, "Command and Control," proved to be the most challenging. The linguists, operating un-

der a 12-minute time limit, were placed in a simulated combat environment and given a variety of tasks ranging from collecting battlefield information to describing opposing force capabilities and developing situation maps.

Buoyed by their consecutive first-place finishes the past two years, and with eight seasoned veterans of more Olympic wars than budgeteers would like to admit, the 501st arrived as the team to beat in both the "Best Korean" and "Best Overall Unit" categories. Confident of victory, the team seemed primed to "three-peat." However, neither INSCOM's nor FORSCOM's remaining competitors were about to lay down.

As the competition began, it became clear that the 501st and 703rd teams were the class of the field, each dominating their language and dispensing with the competition early on. However, the 1st Special Forces Group and 201st teams got their second winds, closing the gap as the second day of competition wound to a close.

With the third and final day of competition looming, both teams began to map their strategies by pairing linguists into two-person teams and trying to match their strengths to the events. With leads in their individual languages secure, the only thing left undecided was whether the 501st would repeat as champions or whether the 703rd would dethrone them.

When the last word was spoken and the final calculations were

completed, warriors from the 703rd emerged as champions, edging out the 501st for the "Best Overall Unit" trophy and taking top honors in Chinese. The 501st won the title round in Korean, adding to their long list of championship performances, the most recent of which came at this year's "Worldwide Language Olympics" hosted by the Defense Language Institute.

Their wins underscore just how devastating INSCOM linguists can be

in a competition of this type. Of the eight events in Korean, the 501st took seven gold, seven silver and two bronze medals. The 703rd followed suit by garnering seven gold, three silver and four bronze medals. The 704th rounded out the INSCOM effort

Confident of victory, the 501st team seemed primed to "three-peat." However, the remaining INSCOM and FORSCOM competitors were not about to lay down.

by winning a silver medal. By the end of the competition, INSCOM linguists had taken 31 of the 48 medals.

The competitions are showcases for their talents and enhance the understanding of the perishable nature of language skills. They reinforce the need for linguists and underscore the effect that highly-skilled linguists can have on the battlefield. The competition educates commanders at all levels and clearly demonstrates that foreign language proficiency can be a force multiplier. ✱

Chief Warrant Officer Jones is assigned to the INSCOM Language Branch.

Sealock Named First Civilian CSF Director

By Richard L. Lane

Something significant happened at the U.S. Army Central Security Facility, Fort George Meade, Md., Oct. 18.

When it came time for Lt. Col. Lawrence D. Boyd to relinquish command, his successor was not a fellow Army officer. It was a Department of the Army civilian, Jane B. Sealock.

According to Maj. James Simpson, 902nd Military Intelligence Group S1, the change of command marked a "historic passage of leadership," for members of the Army's intelligence community.

Col. Robert Harding, 902nd commander, called the ceremony an "investiture" which "formally recognizes the authority of civilian leadership"

for the Central Security Facility organization. Harding added it was a "significant moment when one of our own (from within the intelligence field) has risen to the top," in becoming civilian director of a military organization.

"We have always relied on Department of the Army civilian employees and will come to depend on them even more in the future," said Harding. He said Sealock is "truly representative of the caliber of folks we can rely on and who you know will always be there when needed."

After commending the outgoing commander for the outstanding job he had done, Harding directed Sealock to take charge of her unit.

Sealock called it an honor to serve in her new capacity as director and

said that the Central Security Facility enjoys an outstanding reputation in the intelligence community.

"I will do my very best to assure that this reputation continues," she pledged.

Sealock has 32 years of experience in the Army intelligence field and previously served as action officer and later chief of the Freedom of Information/Privacy Office for the U.S. Army Intelligence and Security Command.

She was selected as Fort Meade's Outstanding Woman Supervisor/Manager for 1987 and has been recognized for other accomplishments and achievements, to include receiving the Department of the Army Suggestion Award.

The U.S. Army Central Security Facility dates back 42 years ago when first organized as the Army's G2 Central Records Facility at Fort Holabird, Md., responsible for consolidating counterintelligence files held in 20 stateside locations.

Its mission now is to support U.S. Army intelligence and counterintelligence activities as well as Freedom of Information and Privacy Acts through the maintenance and controlled release of intelligence records in compliance with federal law and Army regulations. The Central Security Facility became part of INSCOM in October of 1978 and has been a subordinate element of the 902nd Military Intelligence Group since May 1993.

Mr. Lane is the command information officer at the Fort George G. Meade, Md., Public Affairs Office.



Photo by Keith Weller

The new commander, Jane Sealock, greets the outgoing commander, Lt. Col. Lawrence Boyd, at the Central Security Facility's change of command ceremony.

Writing for the Intelligence Community

By Dave Dietrich

Good intelligence writing does not come easily. In fact, for most of us it takes years to develop these skills. What makes good intelligence writing so difficult is the uniqueness of intelligence research itself.

In order to understand that uniqueness, we must first consider the educational backgrounds of typical U.S. Army intelligence officers (military and civilian). They tend to be college graduates and, therefore, are familiar with academic writing and its particular style, which reflects academic research methods.

In college, students are encouraged to pursue narrowly defined research topics, and then to research thoroughly those topics to the appropriate level of detail. Students are also trained to focus largely on the past and present, seldom on the future. Finally, the principal audience is almost always the professor, not a person "on the hook" to make a decision while under a time constraint. Although this is a generalization, it is a fairly accurate description of academic scholarship at the bachelor's and master's degree levels.

Now, to identify the attributes of good writing, let's look at the unique characteristics of intelligence research. As opposed to academic research, intelligence research mainly focuses on broader topics. Analysts usually work from deadlines and seldom have the luxury of researching topics as thoroughly as in academia. Bottom line forecasts of future trends and events are often a requirement that make many

academia-trained researchers uncomfortable.

There is one other unique characteristic of intelligence research: the intended audience is often senior-level decision-makers who must act on the forecasts and recommendations of others. Moreover, decision-makers and their staffs cannot afford to spend time pouring over cumbersome reports and books to retrieve information critical to fulfilling the mission.

Good writing reflects intelligence research methodology, not academic scholarship. With this point in mind, what can we intelligence officers do to ensure that we deliver good products? Actually, there are 10 relatively simple rules that, if followed, can make us more effective writers:

✎ Know what your consumer needs, and then give it to him/her.

✎ Stay focused. Each element of your report should logically relate to and support the paper's central theme.

✎ State up front what you are going to say, then summarize what you said.

✎ Write clearly and concisely.

✎ Move from the general to the specific.

✎ Put "air" around your writing by using short paragraphs and sentences.

✎ Avoid arcane jargon and acronyms.

✎ Use active voice (avoid passive forms of the verb "to be").

✎ Use nouns and verbs and few adverbs and adjectives.

✎ **Forecast something!** This is the essence of intelligence work.

Although these rules will not guarantee success, they will increase the odds that your voice will be heard, and your influence will be felt on the decision-making process. ✎

Mr. Dietrich is a senior analyst with USAITAC specializing in European Military Affairs.

AFAP— Taking Care of the INSCOM Family

By Spc. Jeanne M. Colby

The INSCOM Support Battalion, Fort Belvoir, Va., held an Army Family Action Plan meeting Nov. 18 to raise issues concerning Army families.

"The goal is to improve the life of America's Army within INSCOM," Lt. Col. Robert L. Staggers, ISB commander, said before the delegates separated into work groups. "If you see something that's bugging you, bring it up. We can't help you if we don't know there's a problem. Don't be tied by last year's issues. If it's still an issue, bring it up."

Given that motivation, five main issues were determined to be the most important by the 39 delegates.

The inability of junior enlisted soldiers (E-3 and below) to obtain housing topped the list of concerns, followed by the expense and non-availability of child care. For example, sponsors are expected to pay for child care during federal holidays and leave days when the child is not there.

They also cited inadequate health care in comparison with competitive civilian health care. Soldiers would like the option of an entitlement for health care plans outside of the military system.

Fourth on the list was a need for greater education opportunities and funding. Soldiers would like tuition assistance changed to reflect 20 credit hours per family; more than one contract with a higher learning center on each post, and standardizing costs by establishing the CONUS system more in line with the OCONUS one.

Housing acquisitions and options also topped the issue list. Sponsors would like to be put on waiting lists and sign for quarters while in permanent change of station leave status.

Other top issues include equitable prices in commissaries from one location to another; smoking in the Post Exchange food court on Fort Belvoir; no child care representative at the welcome center at Fort Belvoir; training sponsors in the sponsorship program; changing the 180-day waiting period for hiring military retirees in government service; GI bill and inadequate educational benefits for those who left the service prior to 1984 and reentered after 1987; and creating a packet which explains benefits and limitations for those enrolled in the Exceptional Family Member Program.

INSCOM Special Programs Advisor, Portia Boggia, addressed the delegates, recounting the AFAP history. She noted that of the 345 issues raised in the past, 198 have resulted in policy changes. The five top General Officer Steering Committee issues are commissary benefits, erosion of health care, CONUS cost-of-living allowance, equitable child care fees, and GI Bill benefits. The equitable child care fees issue originated with the INSCOM Family Action Plan.

"I got a chance to hear the concerns of other soldiers and family members," said Staff Sgt. Francine E. Sutton, a delegate. "I also got a chance to voice my own opinion — a chance to be heard. I felt that as a soldier with 19 years' experience, as a sole parent and preparing to retire, I had something to say. I also liked having to come up with a solution to the problem."

The delegates discussed issues and ideas throughout the morning. Subject matter experts were on hand to

respond to many of the delegates concerns.

"I liked the idea of having the subject matter experts there," stated Sutton.

"I thought the experts were helpful. Some of us had a lot of questions, and they provided answers," said Spc. Tarshay A. Ingram, another delegate.

"It was useful to me because I heard from soldiers face-to-face about their problems with our programs and services," said Nancy C. Pezua, an

education counselor at the Fort Belvoir Education Center, who was a subject matter expert for the forum. "I became more aware of issues in the community that individuals wanted addressed. There's a lot we can do to improve."

The delegates were divided into four working groups. Each group concentrated on issues in specific areas. These areas were: consumer services, family support, and youth; relocation and employment; entitlements and force support; and health services and education.

"It gave me a chance to get an important issue brought up to the chain and hopefully solved," said Ingram.

Once a work group had decided upon an issue, they also had to recommend an appropriate solution. The two criteria for an issue were that the issue must contribute positively to the quality of life for the INSCOM Army family and that it must have measurable objectives with an identified end product. Recommendations for the solution had to be clearly defined. Some

see AFAP, page 14

"If you see something that's bugging you, bring it up. We can't help you if we don't know there's a problem."

**— Lt. Col.
Robert L. Staggers**

Carolyn H. Becraft: Warrior for Military Families

By Evelyn D. Harris

Words are important to Carolyn H. Becraft. Eleven years ago, she got the Army to stop referring to spouses and children as “dependents.”

“You wouldn’t refer to the wife of the commander-in-chief as a dependent,” she said. “I don’t think modern military spouses deserve to be called dependents either. How people are called has an impact. I asked people recently when I gave a speech, to clap if they agreed on that point, and everyone in the room put their hands together. It grates in this day and age.”

Becraft, deputy assistant secretary of defense for personnel support, families and education, is responsible for many things affecting servicemembers and their families. But the word she uses to describe her role is *warrior*.

“I still consider myself a warrior — a warrior who defends and promotes the quality of life programs that are so essential to a robust force,” she recently told attendees at the Army Family Action Plan Planning Conference.

“This is a critical juncture — I’m coming on at the end of the Cold War,” she said. “It’s an extraordinary opportunity to help determine what the military’s going to be like in the future. I want to ensure the military stays family-friendly ... that military communities are great places in which to live. They should be places where families can grow and thrive, whether they are in the military a few years or 30 years.

“I also want to ensure systems are in place so families can take care of the business of their lives — recognizing

that the military adds extraordinary factors that complicate that business.” She said the military progressed in family issues because family advocates set priorities.

“They knew what they could fix at the local level and what had to be kicked up,” she said. “In retrospect, one could say these were very wise people. As a result, military families kept up with developments in the civilian world. Early on, they identified issues like spouse employment. Now we have transition assistance — and wasn’t that a good idea?”

The military responded to the need for dental care with the Delta Dental Plan, she noted. And while child care is still a burning issue in the civilian world, the military has an excellent day care system, she said.

One key issue for civilian and military employers is how to be family-friendly, commented Becraft. “Not just mothers, but fathers want to be there for their children,” she said. “The answer is not that one or the other can’t work. The age group we’re talking about doesn’t have that choice — it’s a high expense age. Research shows the attitude of the spouse is one of the most important determinants of whether the member stays. If the spouse has the tools to take care of life, the member will want to stay.”

Because members of the Reserve Components played such an important role in Desert Storm, she wants to ensure the military is prepared to adequately support their families.

“The most patriotic and loyal people in the world are military members and their families,” she said. “They understand the mission, make extraordinary sacrifices and don’t ask a lot in return.”

Becraft has been fighting for military families since the late 1960s, when she was an Army dietitian. She developed a pioneering prenatal nutrition program for military spouses. Then, she married and left the Army as a captain in 1971.

“I became pregnant with our first son, Peter,” she said, adding, “In those days pregnant women couldn’t stay in the service.”

She continued to be active in the military community. She earned a master’s in education from the University of Southern California and directed a learning resource center for soldiers that she started in Bad Kreuznach, Germany. Back in the United States, she chaired the Family Action Committee at Fort Myer, Va., from 1980 to 1982. In 1982 she developed the Army Family Action Planning Process that the Army uses to identify and prioritize family issues. Becraft founded and directed the Women and the Military Project of the Women’s Equity Action League.

Becraft served on the National Military Family Association’s board of governors from 1983 to 1986 and in 1986 became a charter member of the DoD Family Policy subcommittee on spouse employment. Before assuming her current duties, Becraft was a consultant for the Women’s Research and Education Institute in Washington. ✕

Ms. Harris is a writer with the American Forces Information Service.

Computer Security Officer Wins NSA Honors

By Virgil L. Pender

The Intelligence and Security Command's Chief Warrant Officer John Purcell, senior computer security officer for the 513th Military Intelligence Brigade, was selected as National Security Agency/Central Security Service's Computer Security Officer of 1993.

Purcell, the first INSCOM soldier to receive this award, was presented the plaque during a ceremony at NSA/CSS, Fort George G. Meade, Md.

The 513th computer security officer has handled the stringent and demanding duties of the SCSO for the brigade since November 1990. Upon redeployment of the brigade from Desert Shield/Desert Storm in April 1991, Purcell conducted numerous temporary duty trips to all of the brigade's subordinate units to provide computer security briefings for commanders, deputy commanders, and computer security personnel. Dedicated to mission accomplishment, he devised an accreditation format and supervised the accreditation of over 500 automated information systems and networks throughout the brigade.

Realizing that the lack of certified training was a problem, Purcell created a continuing series of articles for the brigade newsletter, *Mirage*, entitled, "The Amazing Adventures of Sgt. Smiff," in which he mixes computer security and humor as a training tool.

By this time, Purcell's knowledge of AIS and Network Security had increased to the point where he realized the need for some type of tool to assist him and his computer security officers in carrying out their duties. This was when he came in contact with a computer software system called "Accreditation Package" (ACCPAK). Us-

ing his own initiative and attention to the most minute planning detail, Purcell supervised conversion of all on-hand accreditation packages to the NSA/CSS-approved system security plan (accreditation format), for the Service Cryptologic Elements.

The ACCPAK program provided his unit with instant, up-to-date accreditation information, including software and hardware inventories, and pertinent information on all computer security personnel. Being highly knowledgeable of ACCPAK, Purcell was requested by the INSCOM Deputy Chief of Staff, Information Management, Col. Robert P. Plimpton, to assist the Air Force Intelligence Command Computer Security Manager in writing an ACCPAK training manual, currently used for all ACCPAK training.

In April 1992, Purcell was commended for his outstanding computer security program by the INSCOM Computer Security Manager, Virgil L. Pender, during a site visit to the 297th Military Intelligence Battalion Echelons Above Corps Intelligence Center's local area network. In February 1993, Purcell supervised a never-before-conducted unit-wide accreditation of over 150 AIS's and networks assigned to the 201st MI Battalion at Vint Hill Farms Station, Va.


During the Feb. 1993 site visit, accreditors from NSA and INSCOM



Photo by T. Gardner Sr.

found a complete accreditation packet with every AIS throughout the battalion.

In May 1993, Purcell was also commended by Lynn Schnurr, the Chief, Command Data Administration, for his outstanding software accountability and control program, a program that ensures 100 percent accountability and control, aiding in the prevention of theft and piracy through the use of software serial numbers.

Purcell's efforts as the 513th MI Brigade's senior computer security officer over the past few years has earned him many accolades. His efforts have contributed to the Automated Information System and Network Security world, and led Purcell to be recognized as one of the best. 

Mr. Pender is manager of INSCOM's Operational Computer Security Program.

Illegal Use of Software Will Take You Down!

Chief Warrant Officer John E. Purcell and Staff Sgt. Charles B. Cook wrote a series of articles about the continuing adventures of Sgt. Smiff for the 513th Military Intelligence Brigade's newsletter, *Mirage*. This series will be reprinted in the *INSCOM Journal* over the next few months.

"Sgt. Smiff, you have the right to remain silent." The company commander read from the rights warning sheet. At the end of the rights warning, the commander asked, "Sgt. Smiff, do you understand your rights?"

"Yup," Smiff replied.

"Sgt. Smiff, are you the computer security officer for the computer in your office?"

"Yup," Smiff said.

"Was the computer program, Harvard Graphics, installed on that computer?" the commander asked.

"Yup," he replied.

"Did you have a complete copy of the documentation and licensing agreement for that program?"

"Nah, I know how to use it," Smiff said.

"You have just admitted that you engaged in an act of copyright violation and software piracy. Do you have anything to say in your defense?" the commander asked Smiff.

"Nope," he replied, "Harvard Graphics was already loaded on the computer when it was assigned to me. I didn't know it wasn't supposed to be on there, and I dunno how it got there."

"Ignorance of the law is not a defense. As a CSO, you should have checked. Did your section CSO explain the rules to you? Did your Section CSO explain that your

accreditation packet is essentially a "system SOP"? It is a violation of unit SOP and Federal Law to use a computer program for which you do not have a license," the commander stated. "Do you have anything to say in your defense?"

"I needed the Harvard Graphics program to produce the charts and graphs that I was tasked to make," Smiff replied.

"There is not one person in this unit who has the authority to violate Federal Law for any reason, nor do you have the authority to ignore lawful orders and act in contravention of existing SOP. You know better than that, Sgt. Smiff," the commander said. "Is there anything else that you would like to offer in support of your actions?"

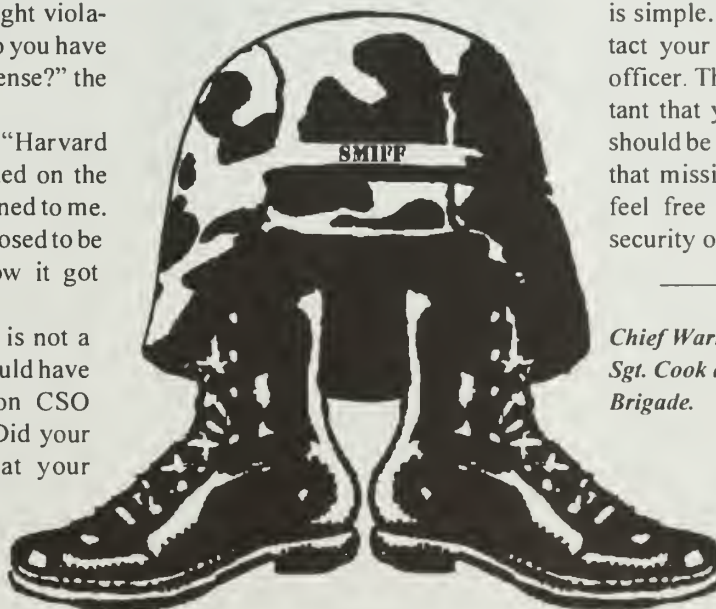
"Nope," Smiff replied.

"Sgt. Smiff, because of your previous unblemished record, I will not recommend you for trial by court-martial. However, I will recommend to the battalion commander that you be offered non-judicial punishment under the provisions of Article 15 of the UCMJ. If you have no questions, you are dismissed."

Can this really happen here in the 513th? This little scenario can happen, and *you* may be the guest of honor if you use illegally copied programs on U.S. Army-owned or controlled computers. It has already happened to a number of "Sgt. Smiffs" in other Army units.

Now, you may ask yourself, "How do I avoid this tragedy?" The answer is simple. If you need software, contact your section computer security officer. There is no mission so important that you, the individual soldier, should be punished for accomplishing that mission. If you have questions, feel free to contact your computer security officer. ✕

Chief Warrant Officer Purcell and Staff Sgt. Cook are with INSCOM's 513th MI Brigade.



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makes me very confident about our future.

A final thing that bolsters my confidence about our future is the fact that with your input we are continuing to fine-tune the command to stay relevant to the needs of our changing Army and world. For instance, this month we will brief a general officer conference, presided over by the Vice Chief of Staff Army, on the major role INSCOM should play in the new mission area of information warfare. This month we will also formally activate our Corps MI Support Element at XVIII Airborne Corps and enhance our ability to support that critical warfighting command. These are typical of the new missions and capabilities that will enable us to enhance our relevance to a force projection Army.

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end products may require legislative change or a new or revised regulation or policy. Others may call for an improved program or service. If an issue is sent to Department of the Army for a change, the goal needs to be attainable.

"The delegates brought up very viable, workable issues. We can solve a lot locally, but there were some very good issues," said Staff Sgt. Sara E. Smith, forum coordinator. "They brought up the issues that I thought they'd bring up. With DA just holding their AFAP, a lot of issues brought up in the work group are already being worked at DA, so I mentioned that to the individuals."

While the delegates discussed possible issues all morning, only 12 issues with recommended solutions were presented to the commander. Some issues were pertinent locally; others affected a broader range of individuals. The issues presented to Stagers will be answered locally or sent to a higher level to be answered.

"I would like for the forum to be at least two days. I would also like for

Honoring the 41 Former Presidents of the United States ...

February 21, 1994



When you have outstanding people and continuity of leadership, and are changing to stay relevant and meet the needs of our changing Army, you have to be confident about the future. "Continuity and change, count on us" are the words being used by the Chief of Staff of the Army to describe the Army to public audiences.

INSCOM clearly fits that description, and I am proud to be a part of this superb organization. I look forward to working with you and visiting you during the year, as we work together to provide the most relevant and responsive support possible to the many commands and agencies we support. ✕

there to be a forum just for civilians and family members, to get them involved," said Starr E. Belanger, a facilitator for one of the work groups. "I would also have liked to have more experts available to answer our questions."

Units are required to hold two local-level forums each year, said Boggia.

"I'd like to see more people involved," said Smith. "Teenagers are part of the INSCOM family, and civilians are a big part of the INSCOM family. I would change the forum to two days, instead of one. This would provide more time to work the issues and think them out. With more people involved, I'd divide the delegates into more work groups, but still have about 10 people in each group, but the groups could concentrate on fewer topics."

"The forum was handled well. It was well organized. The delegates needed more time. There should have been more subject matter experts — some topics weren't covered," said Pezua. "I'd like to do it again."

INSCOM soldiers continue thinking of ways to improve the Army, to

make it better for those who follow in their footsteps. These forums are the vehicle for changing the quality of life for soldiers, their families and DA civilians.

The next level for those issues that cannot be answered locally is the INSCOM (MACOM) Family Action Plan, scheduled for April 27-29.

"I'd coordinate it again. I have a chance to participate at the higher level forums, and it's interesting to set up," said Smith. ✕

Correction

The November 1993 *INSCOM Journal* cover photo and photographs on page 14 were mistakenly attributed to Glenn A. Wait. The photographer was Joseph Wortham. The *INSCOM Journal* regrets the error.

Nuclear Initiative Adds Protection To Prevention

By Jim Garamone

Defense Secretary Les Aspin announced a major Department of Defense nuclear counter-proliferation policy during a speech in Washington, D.C., Dec. 7.

Aspin said proliferation of weapons of mass destruction directly threatens America at home and American interests abroad.

He said DoD received the counter-proliferation mission from President Bill Clinton, and the DoD initiative will work as an adjunct to diplomatic nonproliferation actions.

"DoD's work will strengthen prevention," Aspin said. "What the Defense Counter-proliferation Initiative recognizes, however, is that proliferation may still occur. Thus, we are adding protection as a major policy goal."

Developing military capabilities to deal with proliferation is at the heart of the initiative.

The end of the Cold War changed the nuclear threat to the United States. "The new nuclear danger we face is perhaps a handful of nuclear devices in the hands of rogue states or even terrorist groups," Aspin said at the National Academy of Sciences. "The engine of this new danger is proliferation."

In the past, U.S. nonproliferation policy used two methods to discourage the spread of nuclear arms. The first was simply persuading other nations not to go nuclear. The second was strict U.S. control of the technology and materials needed to build bombs. But this changed with the end of the Cold War and the dissolution of the Soviet Union.

"The continued existence of the former Soviet Union's arsenal amid revolutionary change gives rise to four

potential proliferation problems," Aspin said. The first is there are nuclear weapons on the territory of four countries — Russia, Belarus, Ukraine and Kazakhstan. "The safe and secure transport and dismantlement of these weapons is one of the U.S. government's highest priorities," he noted.

The second threat concerns what he calls "loose nukes." "In a time of profound transition in the former Soviet Union, it is possible that nuclear weapons, or the material or technology to make them, could find their way to a nuclear black market, Aspin said.

The third proliferation problem deals with personnel. Aspin fears those with expertise in making weapons of mass destruction could be hired by countries wanting their knowledge.

"Fourth, whatever restraint the former Soviet Union exercised over its client states with nuclear ambitions, such as North Korea, is much diminished," Aspin said.

Controlling materials and technologies is more difficult today also. The growth of world trade makes it harder to detect illicit diversions of materials and technologies to would-be proliferators, he said. "Many potential aggressors no longer have to import all the sophisticated technology they need," Aspin said. "They are 'growing it at home.'"

Aspin said the counter-proliferation initiative has five elements. The first is the mission from Clinton. Aspin issued guidance to the services to ensure everyone knows what the president wants. Further, he created the position of assistant secretary of defense for nuclear security and counter-proliferation to reflect the importance of the new mission.

Changing what the military buys to combat the threat is the second element. He cited buying improved

ground-penetrating nonnuclear munitions as one example. "We're also working hard on better ways to hunt mobile missiles after our difficulties finding scuds during the gulf war," he said.

DoD also reoriented the Strategic Defense Initiative into the Ballistic Missile Defense Organization to deal with intra-theater missile defense.

Aspin said DoD is developing guidance for dealing with the threat as the third element. The Joint Chiefs of Staff and regional commanders-in-chief are working on guidance for dealing with adversaries who have weapons of mass destruction. This will include combating chemical and biological weapons.

"Fourth point: intelligence. After the war with Iraq, we discovered that Saddam Hussein had a much more extensive nuclear weapons program going than we knew," Aspin said. "Moreover, we learned during the war that we had failed to destroy his biological and chemical warfare efforts. We do not want to be caught like that again, so we are working to improve our counter-proliferation intelligence."

"We are in a new era," he said. "Our Defense Counter-proliferation Initiative will allow us to deal with the No. 1 threat identified in the Bottom-up Review, and it will help provide the real strength America needs to meet the dangers we face. The public expects nothing less from the Department of Defense than the right responses to the new world." ❧

Mr. Garamone is a writer for the American Forces Information Service.

500th Wins Post Softball Championship

By 2nd Lt. James Reidy

After blowing a three-run, seventh-inning lead to the league's worst team, the last thing on the minds of the 500th Military Intelligence Brigade's softball team members was the Camp Zama, Japan, post championship.

"With a 3-5 record and five games out of first place, things were definitely looking pretty grim after the JED (Japan Engineering District) game," said the Pacific Vanguard's coach, John Cage. "We had a nice lead and just handed them their first win of the season. We weren't playing with any intensity and were making too many errors, and it all came to a head in that game."

Fortunately, the embarrassing loss did not drive the final nail into 500th's coffin, but sounded the wake-up call the team sorely needed. The Pacific Vanguard's squeaked out wins in their next two games, but had yet to jell as a team.

"Something was missing," team member Jimmy English said. "Our infield was inconsistent, and we weren't getting key hits when we needed them. Getting people like Eric Richmond, Roger McKissick and James Reidy back from temporary duty and leave really helped."

With Richmond and McKissick assuming the catching and third base duties, respectively, and Reidy returning to shortstop, the infield settled down to play rock-solid defense for the rest of the season. "Of course,"

English, an administrative specialist from the Asian Studies Detachment, added with a smile, "our pitching didn't hurt us either."

To suggest that Rich Ellison's pitching played a part in the 500th's turnaround would be like saying Troy Aikman had a hand in the Dallas Cowboys' Super Bowl victory. To put it simply, Ellison was outstanding.

"Most people underestimate the importance of a pitcher in slow pitch softball, because it looks like he's just lobbing it in there," said Richmond,

Ellison's battery mate. "They just don't understand the strategy involved in getting ahead in the count and changing the location of pitches from batter to batter."

A brand new member of the brigade's Automation Management Office, Ellison knew that

a strong pitching performance was necessary to help the team out of its rut. "I just wanted to throw as many strikes as possible and let them hit it, because we have an excellent defense. I certainly didn't anticipate what happened."

What happened was more than anyone would have expected. Working his pregame strategy to perfection, Ellison pitched the season's only no-hitter in a 10-0 rout of the military police team. The game's effect was as immediate as it was obvious.

"The no-hitter really got us on our way," said cleanup hitter McKissick. "Everything just seemed to click after that; we ran the bases aggressively

and finally started getting the clutch hits we'd been lacking up to that point."

Led by the hitting of English, Cage and McKissick, the 500th quickly became the league's hottest team, winning 15 of their last 16 games to finish the regular season in third place.

Finishing third, however, did not diminish the Pacific Vanguard's confidence. "There was no question that we were the best team in the league at the end of the season," said Cage. English agreed, adding, "The regular season doesn't mean anything; it's the playoffs that count."

Seeded third in the Camp Zama Championship Tournament, the 500th received a first-round bye before defeating the sixth-seeded Fuji Marines, top-ranked 17th Area Support Group, and second-seeded Kamiseya Naval Base. They advanced to the championship game to face the winner of the losers' bracket final between 17th ASG and Kamiseya.

The members of the 500th had no doubts over which team they would rather face in the final. "We see the guys from 17th everyday, whereas, we don't have any contact with Kamiseya," explained Cage, brigade Retention NCO. "I wanted to beat 17th so we could have bragging rights for the rest of the year," Ellison said. When the 17th bested Kamiseya 3-1, the Vanguard's got their wish.

With championship excitement spreading through the brigade headquarters like the flu through a kindergarten, nearly 50 fans rode the bandwagon to the field to cheer with the nine or 10 faithful who had supported the Vanguard's all season. They did not go home disappointed. The 500th retired the first three batters in order before producing a run in the bottom of the first on consecutive

see CHAMPS, page 17

"Most people underestimate the importance of a pitcher in slow pitch softball ... They just don't understand the strategy involved ..."

— Eric Richmond

Dates Set for 1994 DoD Sports Tournaments

By Master Sgt. Linda Lee

DoD athletes will have the opportunity to demonstrate their prowess during interservice sports competitions next year.

The Armed Forces Sports Committee recently announced the dates and locations of 1994 interservice sports tournaments.

The military services hold their own tournaments to determine their DoD-level representatives. Service tournaments usually end just before DoD tournaments begin, said sports officials.

For information on service-level play and the DoD interservice tournaments as well as national championships and Conseil International du Sport Militaire games, check with the installation sports office.

Sports officials said dates or locations for the interservice championships could change. The initially

announced dates and sites are:

- Basketball, men's
Naval Air Station
Alameda, Calif.
March 10-16
- Basketball, women's
Fort Indiantown Gap, Pa.
March 21-26
- Bowling, men's & women's
Camp Lejeune, N.C.
April 17-23
- Boxing
Naval Air Base Little Creek, Va.
Feb. 6-11
- Golf, men's & women's
Camp Pendleton, Calif.
Sept. 12-17
- Soccer
Charleston AFB, S.C.
Oct. 30 - Nov. 5
- Softball, men's & women's
Fort Indiantown Gap, Pa.
Aug. 16-21
- Tae kwon do
Fort Indiantown Gap, Pa.
April 2-3
- Track and Field
Fort Sill, Okla.
May 25-29
- Volleyball, men's & women's
Camp Lejeune, N.C.
May 11-18
- Wrestling
Naval Air Station Pensacola, Fla.
March 30-April 3

Master Sgt. Lee is a writer with the American Forces Information Service.



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singles by English and Reidy. The score remained 1-0 until the bottom of the third when Cage's lead off double was followed by consecutive sacrifice flies. The 17th got on the score board to start the fourth, but Richmond's two-run double and Tim Aldrich's RBI single in the fifth inning gave the 500th all the runs it needed for a 5-1 triumph.

When searching for the main reason behind the Pacific Vanguard's domination in the playoffs, one must look no further than the six hot hitters spread throughout the batting order. English hit .600; Reidy, .500; Cage, .583; Richmond, .636; Ellison, .545; and Aldrich, .400, all heated up at the right time, carrying the 500th to the Commander's Cup trophy.

Unfortunately for the other teams on Camp Zama, Aldrich is the only starter not returning next season to help the Pacific Vanguard's defend their title. ☘

2nd Lt. Reidy is the PAO for the 500th MI Brigade, Camp Zama, Japan.

202nd MI Battalion Tackles Challenges

Story and photos by Staff Sgt. Edith Davis

The 202nd MI Battalion, 513th MI Brigade conducted their semiannual exercise at Fort Indiantown Gap, Pa., in conjunction with Common Task Training, confidence building routines and landing navigation training.

The exercise contained a series of challenges for the soldiers. As rappelling exercises off 20- and 50-foot towers were being conducted for one company, another unit took on the "Slide for Life" in which soldiers

climbed a 100-foot tower and slid down a wire to plunge into a lake.

The 202nd also tackled a night-driving trek that was "one of the most challenging courses we could find," said 1st Lt. Edmund J. Barrett, officer-in-charge.

Other challenges consisted of an obstacle course with rope ladders, tubes and log climbing. While this course tested soldiers' endurance and physical skills, another course under leadership training tested reasoning skills and the ability to overcome obstacles.

Military operations in urban terrain training — designed to teach soldiers urban combat skills — rounded out the exercise for the unit. According to the bat-



(Above, right) Spc. Marcos L. Delvalle negotiates a log on the obstacle course.

(Left) Sgt. James S. Braderman lands in the lake after the "Slide for Life" at Fort Indiantown Gap, Pa.



talion commander, Lt. Col. Michael G. Hollingsworth, this training was an invaluable asset for soldiers stationed in Somalia and responsible for clearing weapons caches. ✕

Staff Sgt. Davis is the PAO NCO for the 513th MI Brigade, Fort Monmouth, N.J.



(Above) Headquarters Company First Sergeant Karen L. Hergert has her face camouflaged for the exercise.

(Left) Pfc. Stephanie A. Konsdorf prepares to rappel down the 50-foot tower as part of the confidence course.



(Left) Soldiers of the 202nd MI Battalion stand in line as they prepare for the "Slide for Life."

(Right) Spc. Helene Carras, a soldier with the 201st MI Battalion, 513th MI Brigade gazes into the distance as the sun sets during the exercise for the 513th MI Brigade.



202nd Trains for Operations in Urban Terrain

Story and photos by Staff Sgt. Edith Davis

"Frag!"

The ominous word is delivered with killer instincts as the grenade bounds through the window. Punctured air explodes with sounds of shattered glass and splintered wood. The smoke slowly dissipates. Before it does, the soldier has cleared the window and yells, "First man in." Machine gun fire erupts as he crouches in a corner.

The second soldier is at his back because he, too, has cleared the window and is in the room. A quick glance assures a safe haven, as the squad knows the room is clear.

It could happen like that. *Or:*

They snake along the wall, their faces masks of grit and determination. One stands before the door. A swift kick sends it flying open. Carefully, quickly they move in with an deadliness akin to a sidewinder rattler.



Spec. Whitney C. Wells goes through a window as the 202nd MI Battalion team readies for a building inspection. Left to right are Sgt. Gene D. Worthy and Staff Sgt. Ariel M. Perez.

It should be. This is life or death.

Military Operations in Urban Terrain Training for the 202nd Military Intelligence Battalion, 513th MI Brigade, Fort Monmouth, N.J., is serious. It ties directly into their mission. When the battalion's troops deployed, this training could have come in handy.

"This type of training is directly related to one of the missions we had to perform in Somalia," said Lt. Col. Michael G. Hollingsworth, commander of the 202nd MI Battalion. "We had to go in and clear out weapons caches, so we added this type of training."

With this in mind, the soldiers received their first MOUT exercise at Fort Indiantown Gap, Penn., during a field exercise. Sgt. Gene D. Worthy II was tasked with conducting this training.


"You always have to be on guard," instructed Worthy to some 30 students. "There may be snipers in the area or in the rooms. You never know what to expect."

The soldiers did know to expect expert training, and according to Hollingsworth, his junior soldiers did an excellent job.



Sgt. Gene D. Worthy goes through the window during the 202nd's MOUT exercise.

"The great majority of our training is being run by our junior leaders, lieutenants and sergeants. Sgt. Worthy trained himself, then proceeded to develop a training program for the battalion. He did an outstanding job," said Hollingsworth.

"The benefit from the training is obvious; what's not so obvious is the work and planning, the organization involved before the execution to bring this off," he added. 

Staff Sgt. Davis is the PAO NCO for the 513th MI Brigade, Fort Monmouth, N.J.

Field Chaplain Shares Views

Story and photos by Staff Sgt. Edith Davis

Writing sermons, ministering to soldiers in the field, and rappelling down a 50-foot wall is all in a day's work for Chaplain (Maj.) Paul Howe, 513th Military Intelligence Brigade, Fort Monmouth, N.J.

He was visiting the 202nd MI Battalion, which was conducting a field exercise at Fort Indiantown Gap, Pa. "I never quite got it right," said Howe

of his rappelling experience. "But after the first time, I was assured the ropes were safe."

The night before the jump and rappelling exercise, he was out until 2 a.m. experiencing the night-driving trail. The chaplain's assistant, Sgt. 1st Class Robert E. Sifuentes, drove the vehicle around treacherous curves and up steep inclines.

Earlier that morning, Howe conducted services at the field site. The point of the sermon was that soldiers need the word of God as much as they need food.

"We attend services one or two times a month. I wonder how we would feel if God attended to us that way. I am reminded of that when I read a letter in the editorial section of the paper," said the Army chaplain.

A man wrote that he didn't see the point of sermons in worship services. He said he had attended church for 20 years or so and couldn't remember one sermon. He said they could be taken out, and no one would miss them.

"Well, the paper got a deluge of mail in response to that letter, and one letter seem to clear the issue," said Howe.

"A man wrote back saying that he had eaten his wife's cooking for 30



Maj. Paul Howe, 513th MI Brigade chaplain, delivers a sermon in the field.



Maj. Howe tumbles on the 50-foot-rappelling tower during a brigade field exercise.

years, and he could not remember one meal, but he's sure they were something he couldn't have lived without. This is true of God's word; we need it to live."

"Live" is just what the chaplain did as he took on the "slide for life" as his next exploit. After climbing the tower, Howe descended the wire and dropped into the lake. As echoes of awe dropped around him, the soldiers uttered phrases such as "he did everything we did and more." ✕

Staff Sgt. Davis is the PAO NCO for the 513th MI Brigade.

Night Driving Course Provides Realistic Training

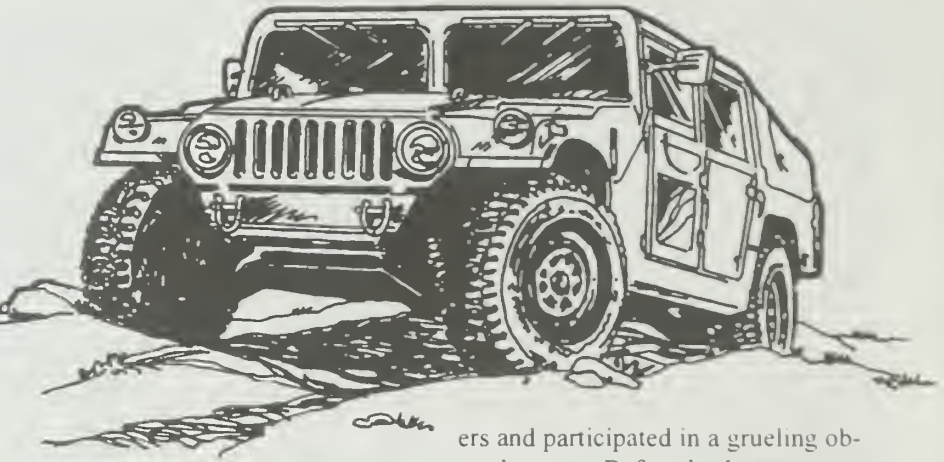
By Staff Sgt. Edith Davis

The drivers, soldiers of the 202nd Military Intelligence Battalion, participated in a night-driving course that twisted around cliffs and up steep inclines. In their blackout-drive mode, it was slow going.

"We went out to look for the most challenging course we could find in order to provide the most realistic training simulating wartime experience," said Sgt. Robert J. Green, shop foreman of the motor pool.

"The course is challenging," added Maj. Paul R. Martin, the battalion executive officer. "It's designed to build confidence. A soldier who drives this course won't be afraid of driving around the field site at night."

So to build confidence, about 13 vehicles took to the night roads around



9 p.m. for five hours, returning in convoy fashion at 2 a.m. Chem lights (fluorescent bulbs) lit up the more treacherous areas where some cliff-drops were over 20 feet.

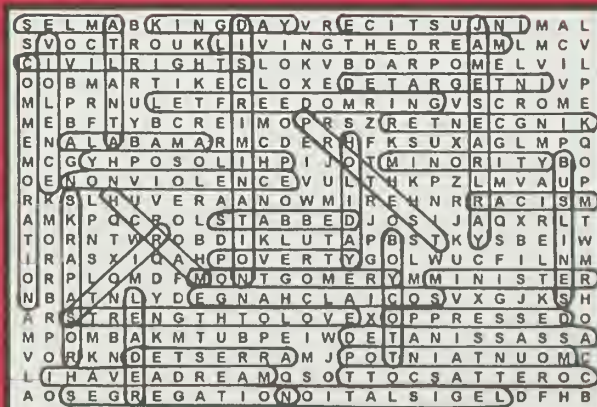
But these weren't the only drops soldiers experienced. The next day soldiers rappelled from 50-foot tow-

ers and participated in a grueling obstacle course. Before the day was complete they took on the "slide for life," where soldiers climbed a tower extending 100 feet and dropped into the lake below.

Staff Sgt. Davis is the PAO NCO for the 513th MI Brigade.

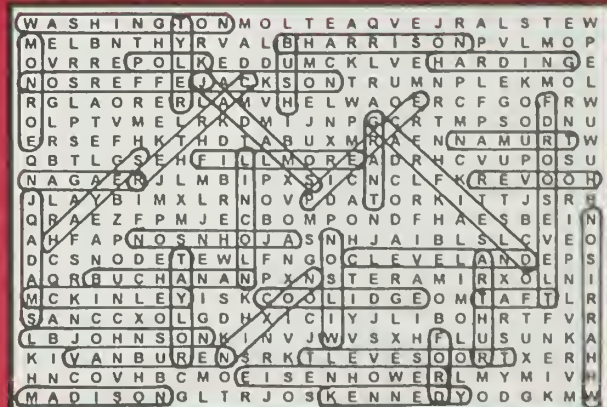
Puzzle Solutions

Martin Luther King Jr.



January

Presidents Day



February

What Everyone Should Know About Home Safety

By Spc. Jeanne Colby

Is your home a safety hazard? Do you know how to correct the problems? Do you know what the problems are?

In a recent interview, the Community Health Nurse for Fort Belvoir, Va., Capt. Patricia A. Malley said, "A child isn't going to die from ingesting obvious hazards. Some preventable poisonings I've investigated were strawberry-scented shampoo and fiberglass insulation, the pink stuff. The child thought it was cotton candy — looks just like it, too. But they're not the things you're looking for."

Accidents are the leading cause of death in childhood, according to statistics provided in the booklet *What Everyone Should Know About Child Safety*, published by the Channing L. Bete Company, Inc., South Deerfield, Mass. The booklet lists safety precautions, as well as first aid procedures, if accidents should occur. Depending on the type of accident, a child could be crippled for life.

"People are careful to install outlet covers, and put cleaning fluids out of reach, but they don't tend to realize the other hazards (which could threaten a child's safety)," said Malley.

For the growing child, a parent's job shifts from protection to education. Very young children do not have the experience or judgment to act safely. They are naturally curious. They want to do, and learn, about many things, but they must be taught to do them safely.

"Young children are often accidentally poisoned as a result of their curiosity — everything within their reach goes into their mouths. They cannot distinguish between poisonous and nonpoisonous items. To a child, pills look like candy. Mouth wash, cough medicine, and furniture polish look like soft drinks," said Rose Ann G. Soloway, Education/Communications Coordinator, National Capital Poison Center, Georgetown University Hospital, at the 1992 National Poison Prevention Week news conference. "Children can, and will, climb to reach

items appealing to them. They learn by imitating adults. A child who watches an adult smoke is a child who will eat cigarettes. A child who watches an adult take medicine will reach for that same medicine."

The Consumer Product Safety Commission has put out a "safety alert" warning adults that medications containing iron can be deadly to a young child. Many adults do not realize the hazard of iron preparations.

Preventing Poisonings

According to *What Everyone Should Know About Child Safety*, there are several things that can be done to prevent child poisonings:

- ⊗ Keep chemicals out of reach.



- Ⓢ Lock cabinets containing medicines and chemicals.
- Ⓢ Use original containers for chemicals.
- Ⓢ Select containers with childproof caps and close tightly after each use.
- Ⓢ Check for lead-based paint on cribs, toys, walls or any items children might chew or suck on.
- Ⓢ Be careful with medicines — never give them in the dark.
- Ⓢ Reread the labels on medicines each time you use them.
- Ⓢ Don't call medicine 'candy.'

Your Pets Need Protection, Too!

Children aren't the only ones that need protection. Pets are susceptible to many of the same hazards that children are. "Supervise your pet like you'd supervise your child," Malley said. "Keep pets on a leash when outside," she continued, "because plants can be poisonous to animals, too. Insects, like ticks and fleas, carry diseases and can cause problems."

Lt. Col. Fred E. Lyons, veterinarian at Fort Belvoir's Vet Clinic said, "You do the same kind of things for pets that you'd do for your children — put pesticides and chemicals out of reach. Where you put them and how you secure them — that's very important. Some house plants can cause problems, too. Some cats will eat or play around plants that will hurt them."

An animal care specialist at the Fort Belvoir's Vet Clinic, Spc. Gerald F. Lyons, said, "The biggest 'killers' of dogs (I've seen) are cars, chocolate (poison to an animal), poultry bones (causes choking), and heartworms." He doesn't recommend giving a dog rawhide chewies. "The dogs can get them soft enough to swallow — and

they mess with the intestines," said Spc. Lyons.

"As for heartworms," Spc. Lyons continued, "some people are told they may discontinue their dog's medication during the winter months, since heartworm is spread by mosquitoes — but that's not true. Mosquitoes move indoors during the winter, and dogs can still become infected."

"Another big 'killer' of dogs is the heat buildup in cars," said Spc. Lyons. "The temperature in a car can hit 160 degrees (Fahrenheit) in 15 minutes on a normal summer day. The dog can become brain damaged and die of heat stroke. Cracking your windows and parking in shaded areas aren't enough to save the dog's life. Also, leaving the dog in the car is against most post regulations."

Spc. Lyons continued, "Dogs, also, love antifreeze because it's real sweet, and real toxic." He said other items that are poisonous to cats are apricots, avocados, chrysanthemums, tomatoes, potatoes, peaches and tobacco.

Watch your dryer — with their curiosity and love of hiding, cats will jump in the dryer when you throw in a load of clothes. Spc. Lyons said, "It's an awful way to die."

Another problem area for cats is the stove, Lt. Col. Lyons said. Cats can climb up on the stove, and if the stove is on, their hair can catch on fire, and they can cause a fire by darting from one spot to another.

If your animal is not good with children, stay away from areas where there are children. If your pet bites a child, you're responsible.

Spc. Lyons encourages tags and collars for both cats and dogs. "Inevitably, the animal ends up in the pound, and no one can identify the owner," he said. He also added that tattooing pets can identify them. "Anything the owner can do to identify the pet helps," he said.

Fire Kills

Fire is another problem area for children and pets. They may become confused or scared during an emergency, which could cost them their lives.

Each year, fire kills more children than any other home accident, according to Channing L. Bete Company's (South Deerfield, Mass.) booklet, *Are Your Children Safe From Fire and Burns?* Many more children are seriously burned.

One of the most common causes of home fires is children playing with matches. They are often needless victims of fire because they don't know how to react.

The *Are Your Children Safe From Fire and Burns?* booklet offers some basic rules for fire safety:

- keep children away from the stove;
- teach them not to play with matches and to stay away from open fires;
- teach them not to fool with electricity; and
- teach your children what 'hot' means at an early age.

Malley offers a home safety checklist that covers every part of the home, from chemicals to trash to space heaters to house plants. She said, "No one item on the checklist is really more important than any other one. The one that you miss is the problem."

"When you have questions or concerns about safety, contact your post safety officer or the safety officer in a military hospital for information," said Malley. "You can also check the pediatric clinic, the community health nurse, and the National Safety Council." ❧

Safety Checklist

The following checklist is used to spot dangers in, or outside, your home. It is a series of yes or no questions. Each no answer shows a possible danger for you or your family:

- Is trash kept in tightly covered containers?
- Are walkways, stairs, and railings in good repair?
- Are walkways and stairs free of toys, tools, etc?
- Are sandboxes, wading pools, etc. covered when not in use?

Kitchen

- Are pot handles turned inward when cooking?
- Are hot dishes kept away from the edge of table or counter?
- Are hot foods and liquids kept out of child's reach?
- Are knives and other sharp items kept out of child's reach?
- Is high chair placed away from stove or other hot appliances?
- Are matches and lighters kept out of child's reach?
- Are all appliance cords kept out of child's reach?
- Are cabinets equipped with safety latches?
- Are cabinet doors kept closed when not in use?
- Are cleaning products kept out of child's reach?

Bathroom

- Are the toilet seat and lid kept down when not in use?
- Are cabinets equipped with safety latches?
- Are cabinet doors closed when not in use?
- Are all medicines in child-resistant containers?
- Are all medicines stored in a locked medicine cabinet?
- Are shampoos and cosmetics stored out of the reach of children?
- Are razors, razor blades, and other sharp objects kept out of child's reach?
- Are hairdryers and other appliances stored away from sink, tub, and toilet?
- Does the bottom of the tub or shower have rubber stickers or a rubber mat to prevent slipping?

Child's Room

- Is child's bed or crib placed away from radiators or other heated surfaces?
- Are crib slats no more than two and three-eighths inches apart?
- Does mattress fit sides of crib snugly?
- Is paint on furniture nontoxic?
- Are electric cords kept out of child's reach?

- Does toy box have a safety hinge or cover?
- Are toys in good repair?
- Do toys have nontoxic finishes?
- Are toys appropriate for child's age?
- Is child's clothing, especially sleepwear, flame resistant?

Parents' Bedroom

- Are space heaters kept away from curtains and flammable materials?
- Are cosmetics stored out of child's reach?

Storage Area

- Are pesticides, detergents, and other household chemicals kept out of child's reach?
- Are tools kept out of child's reach?

General Precautions Inside the Home

- Are stairways kept clear and uncluttered?
- Are stairs and hallways well lit?
- Are safety gates installed at tops and bottoms of stairways?
- Are rugs and runners skidproof?
- Are guards installed around fireplaces, radiators or hot pipes, and wood-burning stoves?
- Are sharp edges of furniture cushioned with corner guards or other material?
- Are unused electric outlets covered with tape or safety covers?
- Are curtain cords and shade pulls kept out of the reach of children?
- Are windows secured with window locks?
- Are plastic bags kept out of child's reach?
- Are fire extinguishers installed where they are most likely to be needed?
- Are smoke detectors in working order?
- Do you have an emergency exit plan to use in case of fire, and, if so, does your family practice using this emergency exit plan?
- Is the thermostat on water heater set to 120 degrees Fahrenheit?
- If you have a firearm, is it locked up where a child cannot get it?
- Are all handbags, including those of visitors, kept out of child's reach?
- Are all poisonous plants kept out of child's reach?
- Is a list of instructions and emergency phone numbers posted near the phone?
- Is a list of instructions posted near the phone for use by children who are home alone?
- Do you have syrup of ipecac in your home for use as directed in poisoning emergencies?

States' Drivers License Rules Vary for Military

By Master Sgt. Linda Lee

Extensions, renewals and expiration dates for state drivers licenses can confuse servicemembers. Rules vary, as some states offer automatic extensions while others permit renewal by mail.

For states with automatic extensions, the drivers license must have been current and valid when the individual entered the service. In some states, servicemembers can drive on an expired license for 30 days or more after leaving the service.

A breakdown of state motor vehicle requirements and procedures, traffic rules, taxes and liability laws as well as drivers license information and vehicle inspection requirements is available in the 1993 edition of the American Automobile Association's *Digest of Motor Laws*.

For answers to questions or more specific information, check with your state division of motor vehicles.

The following list offers a quick look at each state's automatic extension policy, as well as addresses and telephone numbers for the divisions of motor vehicles.

■ **Alabama:** No automatic extensions, but licenses are renewable by mail. Write:

Motor Vehicle Division
Montgomery, AL 36130
or call (205) 242-9000

■ **Alaska:** No automatic extensions but licenses are renewable by mail. Write:

Division of Motor Vehicles
Department of Public Safety
5700 E. Tudor Road
Anchorage, AK 99507
or call (907) 269-5551

■ **American Samoa:** No automatic extensions, but licenses are renewable by mail. Write:

Office of Motor Vehicles
Tafuna Safety Center
Pago Pago 96799

■ **Arizona:** Automatic extensions are available up to 180 days after discharge. Write:

Arizona Dept. of Transportation
Motor Veh. Div.
1801 W. Jefferson St.
Phoenix, AZ 85007
or call (602) 255-7427

■ **Arkansas:** No automatic extensions, but licenses may be extended by application not to exceed first tour of duty. Write:

Office of Motor Vehicles
Department of Finance and Administration
P.O. Box 1272
Little Rock, AR 72203
or call (501) 682-4630

■ **California:** Automatic extensions are available up to 30 days after discharge. Write:

Department of Motor Vehicles
P.O. Box 932328
Sacramento, CA 94232-3280
or call (916) 657-6940

■ **Colorado:** Automatic extensions are available up to three years after expiration date or 90 days after return to state, whichever comes first. Write:

Motor Vehicle Division
140 W. Sixth Ave.
Denver, CO 80204
or call (303) 623-9463

■ **Connecticut:** No automatic extensions, but licenses are renewable by mail. Write:

Department of Motor Vehicles
Wethersfield, CT 06161
or call (203) 566-2240

■ **Delaware:** No automatic extensions, but licenses are renewable by mail. Write:

Motor Vehicle Division
P.O. Box 698
Dover, DE 19903
or call (302) 739-4421

■ **District of Columbia:** No automatic extensions, but licenses are extended on application to four years, by mail. Write:

Bureau of Motor Vehicle Service
301 C St. NW
Washington, D.C. 20001
or call (202) 727-1159

■ **Florida:** No automatic extensions, but licenses are renewable by mail. Write:

Division of Driver Licenses
Neil Kirkman Bldg.
Tallahassee, FL 32399
or call (904) 488-6084

■ **Georgia:** No automatic extensions, but licenses are renewable by mail. Write:

Motor Vehicle Division
270 Washington St., Room 104
State Dept. of Revenue
Atlanta, GA 30334
or call (404) 656-4156

■ **Guam:** No automatic extensions, but licenses are renewable by mail. Write:

Guam Police Dept.
287 West O'Brien Drive
Pedro's Plaza Building
Agana, Guam 96910

■ **Hawaii:** No automatic extensions, but licenses are renewable by mail.

City and county of Honolulu, call (808) 973-2800
County of Hawaii, call (808) 961-8351
County of Kauai, call (808) 245-6926

County of Maui, call
(808) 243-7840.

■ **Idaho:** No automatic extensions, but licenses are renewable by mail. Write:

Idaho Transportation Dept.
P.O. Box 7129
Boise, ID 83707
or call (208) 334-8800

■ **Illinois:** No automatic extensions, but members serving in the U.S. may request a waiver for extension to cover the tour plus 45 days. License can be extended for 45 days following return to the U.S. from overseas. Write:

Driver Services Dept.
2710 South Dirksen Parkway
Springfield, IL 62723
or call (217) 782-6212

■ **Indiana:** No automatic extensions, but licenses may be renewed by mail. Write:

Bureau of Motor Vehicles
Indiana Government Center North
100 North Senate, Room N440
Indianapolis, IN 46204
or call (317) 232-2800

■ **Iowa:** Automatic extensions are available up to six months after discharge. Write:

Motor Vehicle Div. Park Fair Mall
Des Moines, IA 50313
or call (515) 244-8725

■ **Kansas:** No automatic extensions, but licenses are renewable by mail. Write:

Division of Motor Vehicles
Kansas Department of Revenue
Robert B. Docking Office Bldg.
Topeka, KS 66626
or call (913) 296-3601

■ **Kentucky:** No automatic extensions, but licenses are renewable by mail. Write:

Department of State Police
Frankfort, KY 40601
or call (502) 695-6300

■ **Louisiana:** Licenses are automatically extended to 60 days after discharge. Write:

Office of Motor Vehicles
Baton Rouge, LA 70821
or call (504) 925-6335

■ **Maine:** Licenses are extended to 30 days after discharge. Write:

Motor Vehicle Division
Augusta, ME 04333
or call (207) 287-2761

■ **Maryland:** Licenses are extended to 30 days after discharge or reassignment to state, whichever comes first. Write:

Motor Vehicle Administration
6601 Ritchie Highway NE
Glen Burnie, MD 21062
or call (410) 768-7000

■ **Massachusetts:** Licenses are extended up to 60 days after discharge. Write:

Registry of Motor Vehicles
100 Nashua St.
Boston, MA 02114
or call (617) 727-5260

■ **Michigan:** Licenses are extended up to 30 days after first military leave or discharge. Write:

Department of State
Motor Vehicle Division
430 W. Allegan St.
Treasury Building
Lansing, MI 48919-9900
or call (517) 373-2510

■ **Minnesota:** Licenses are extended to 90 days after discharge. Write:

Driver and Vehicle Services Div.
Transportation Bldg.
395 John Ireland Blvd.
St. Paul, MN 55155
or call (612) 296-2001

■ **Mississippi:** No automatic extensions, but licenses are renewable by mail. Write:

Driver Services Bureau
Department of Public Safety
P.O. Box 958
Jackson, MS 39205
or call (601) 987-1212

■ **Missouri:** No automatic extensions, but licenses are renewable by mail. Write:

Division of Motor Vehicle and
Drivers Licensing
Department of Revenue
P.O. Box 311
Jefferson City, MO 65101-0311
or call (314) 751-4450

■ **Montana:** Licenses are extended to 30 days after discharge. Write:

Registrar Bureau
Motor Vehicle Division
Department of Justice
Deer Lodge, MT 59722
or call (406) 846-1423

■ **Nebraska:** Licenses are extended to 60 days after separation. Write:

Department of Motor Vehicles
P.O. Box 94789
Lincoln, NE 68509
or call (402) 471-3904

■ **Nevada:** No automatic extensions, but licenses are renewable by mail. Write:

Dept. of Motor Vehicles and
Public Safety
555 Wright Way
Carson City, NV 89711
or call (702) 885-5375

■ **New Hampshire:** No automatic extensions, but licenses are renewable by mail. Write:

Dept. of Motor Vehicles
10 Hazen Dr., Safety Bldg.
Concord, NH 03305
or call (603) 271-2484

■ **New Jersey:** No automatic extensions, but licenses are renewable by mail. Write:

Division of Motor Vehicles
225 E. State St.
Trenton, NJ 08625
or call (609) 292-4570

■ **New Mexico:** No automatic extensions, but licenses are renewable by mail. Write:

Motor Vehicle Div.
Taxation and Revenue Dept.
P.O. Box 1028, Room 2107
Santa Fe, NM 87504-1028
or call (505) 827-2294

■ **New York:** Automatic extensions are available up to 60 days after discharge, but individual must notify N.Y. Commissioner of Motor Vehicles within 60 days of entry into service. Write:

Department of Motor Vehicles
Empire State Plaza
Albany, NY 12228
or call (518) 474-0841

■ **North Carolina:** No automatic extensions, but licenses are renewable by mail. Write:

Division of Motor Vehicles
Motor Vehicles Bldg.
1100 New Bern Ave.
Raleigh, NC 27697-0001
or call (919) 733-2403

■ **North Dakota:** Licenses are extended to 30 days after discharge or return to state, whichever comes first. Write:

Department of Transportation
Motor Vehicle Division
608 East Blvd. Ave.
Bismarck, ND 58505
or call (701) 224-2725

■ **Ohio:** Licenses are extended to six months after discharge. Write:

Bureau of Motor Vehicles
P.O. Box 16520
Columbus, OH 43266-0020
or call (614) 752-7621

■ **Oklahoma:** No automatic extensions, but licenses are renewable by mail. However, licenses of individuals serving overseas are automatically extended 60 days after returning to United States. Write:

Motor Vehicle Division
Oklahoma Tax Commission
2501 Lincoln Blvd.
M.C. Connors Memorial Bldg.
Oklahoma City, OK 73194
or call (405) 521-2510

■ **Oregon:** No automatic extensions, but licenses are renewable by mail. Write:

Motor Vehicles Division
Department of Transportation
Salem, OR 97314
or call (503) 371-2200

■ **Pennsylvania:** Licenses are extended to 45 days after discharge or return to state. Write:

Bureau of Driver Licensing
Harrisburg, PA 17120
or call (717) 787-3130

■ **Puerto Rico:** No automatic extensions, but licenses are renewable by mail. Write:

Area of Motor Vehicles
Department of Public Works

Box 41243
Minillas Station Santurce, PR 00940
or call (809) 723-9607

■ **Rhode Island:** No automatic extensions, but you may apply by mail, if necessary, for a special license good up to 30 days after discharge. Write:

Motor Vehicle Administrator
Transportation for Motor Vehicles
Registry of Motor Vehicles
Providence, RI 02903
or call (401) 277-6900

■ **South Carolina:** No automatic extensions, but licenses are renewable by mail. Write:

Division of Motor Vehicles
Dept. of Highways and Public
Transportation
P.O. Box 1498
Columbia, SC 29216-0001
or call (803) 251-2940

■ **South Dakota:** Licenses are extended up to 30 days after discharge. Write:

Bureau of Motor Vehicles
118 West Capital
Pierre, SD 57501-2080
or call (605) 773-3541

■ **Tennessee:** Licenses are extended to 60 days after discharge. Write:

Drivers License Issuance
Department of Safety
1150 Foster Ave.
Nashville, TN 37210
or call (615) 251-5119

■ **Texas:** Licenses are extended to 90 days after discharge or return to state, whichever comes first. Write:

Drivers License Information
Texas Department of Public Safety
P.O. Box 4087
Austin, TX 78773-0001
or call (512) 465-2000

■ **U.S. Virgin Islands:** No automatic extensions, but licenses are renewable by mail. Write:

Police Commissioner
Virgin Islands Police Dept.
Nisky Center, St. Thomas, VI 00802
or call (809) 774-2211

■ **Utah:** Licenses are extended to 90 days after discharge. Write:

Motor Vehicle Division

State Fairgrounds
1095 Motor Ave.
Salt Lake City, UT 84116
or call (801) 538-8324

■ **Vermont:** Licenses are extended to four years after expiration or 30 days after discharge, whichever comes first. Write:

Department of Motor Vehicles
120 State St.
Montpelier, VT 05603-0001
or call (802) 828-2000

■ **Virginia:** Licenses are extended to five years after expiration or six months after discharge, whichever comes first. Write:

Department of Motor Vehicles
P.O. Box 27412
Richmond, VA 23269-0001
or call (804) 367-0538

■ **Washington:** Licenses are extended to 90 days after discharge. Write:

Department of Licensing
Olympia, WA 98504
or call (206) 753-5029

■ **West Virginia:** Licenses are extended to six months after discharge. Write:

Division of Motor Vehicles
1800 Washington
East Charleston, WV 25317
or call (304) 558-3900

■ **Wisconsin:** No automatic extensions, but licenses are renewable by mail. Write:

Division of Motor Vehicles
Department of Transportation
4802 Sheboygan Ave.
Madison, WI 53702
or call (608) 266-2233

■ **Wyoming:** No automatic extensions, but you may apply by mail for an extension good for four years after expiration. Write:

Administrative Services Division
Wyoming Dept. of Transportation
P.O. Box 1708
Cheyenne, WY 82003
or call (307) 777-4484



The Indirect Nature of OPSEC

By George F. Jelen

An experienced operations security professional was once asked to address a small cadre of intelligence professionals on the subject of operations security. As a way of introducing his subject, he asked the group this question: "All of

... in spite of the effectiveness of the traditional security disciplines, the intelligence analysts were not put out of work: there was still plenty of intelligence to produce.

you are intelligence professionals. I'd like to know how much of the intelligence product that you produce is based on direct sources — a captured document or manual, a photograph, a HUMINT source, a SIGINT intercept — and how much, on the other hand, is the result of careful analysis — assembling many little pieces of information to form a complete picture?"

The class discussed this question briefly among themselves before

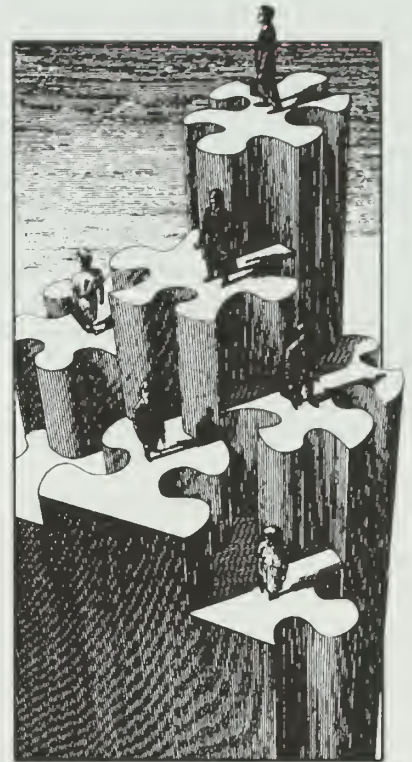
coming up with a collective answer. "Ten and 90," they answered. "Ten percent is based on direct information and 90 percent is the result of analysis and inference."

"Well," said the OPSEC professional, "I'm in the business of protecting the 90 percent."

Two conclusions can be drawn from this story. The first is that the 10/90 split was not what the intelligence professionals would have preferred. The reason that only ten percent was coming from direct sources was because the traditional security disciplines were doing their job in limiting access to those sources.

The second lesson, however, is that in spite of the effectiveness of the traditional security disciplines, the intelligence analysts were not put out of work: there was still plenty of intelligence to produce. The analysts simply had to work harder to get it. By specifically addressing these indirect sources, OPSEC has never been easy to define or even to describe, and one finds many definitions in use among the various departments and agencies of the U.S. government.

Other security disciplines aim generally at protecting classified or very sensitive information from direct revelation. However, that same classified or very sensitive information can be revealed indirectly as well, from information that is generally unclassified. This unclassified information may derive either from open sources or from certain detectable activities, called indicators, that may be pieced together or interpreted to discern critical information. More often than not, these indicators occur in activities involving the movement of people, money, or things — in other words, in



support functions like personnel, travel, finance, and logistics. From an analysis of actions and data associated with these activities, one can deduce ways in which adversaries might obtain an organization's critical information, even when effective security measures to deny access to all relevant classified and sensitive information are in place. This analysis of actions and data, as well as the protection from indirect revelation, is basic to the practice of operations security. ✕

Mr. Jelen is the Chief, I2 Branch, National Security Agency. This article originally was published in the NSA/CSS OPSEC News and Views.

202nd's Kamplain Wins Post NCO of the Year

He would be referred as a "man among men" or perhaps a "soldier among soldiers," signifying the best.

Sgt. Greg Allen Kamplain is a soldier, more specifically an outstanding soldier who is this year's winner of the Fort Monmouth, N.J., Post NCO of the Year award.

Kamplain, a 202nd Military Intelligence Battalion soldier, said, "This is one of the greatest achievements of my life and my military career."

Armies worldwide have different ways of testing their soldiers' mettle, and in the U.S. Army, boards are one of the ways of discovering outstanding soldiers.

"In an Army that's drawing down, it's in the soldier's best interest to accomplish as many things as possible, so he will stand out above his peers when the time comes for promotions or rewards for hard work," said Kamplain.

Kamplain credits his achievement of being prepared with hitting the books. He said, "I studied as much material as possible and had other

soldiers quiz me to get the feel for the board's questions and also to build my confidence."

The 21-year-old hails from Danville, Ill. Off duty he relaxes by playing tennis, volleyball, reading Stephen King novels and spending time with his friends.

(By Spc. Claudine Cooper,
513th MI Brigade Public Affairs)

Benvenuto Fort Belvoir's Top Female Athlete

Fort Belvoir, Va., location of INSCOM Headquarters, has named Master Sgt. Christina Benvenuto as 1993 Female Athlete of the Year. Benvenuto was the first sergeant of Headquarters and Headquarters Company, INSCOM Support Battalion, and also was INSCOM's nominee for top female athlete.

Benvenuto took part in cross-country, billiards, racquetball, the formation run, and track and field. She placed in the racquetball and track and field events. She is currently attending the U.S. Army Sergeants Major Academy at Fort Bliss, Texas.

(INSCOM PAO)

Campbell Receives ARCOM for BOSS

Spc. Regina L. Campbell received an Army Commendation Medal for representing the Intelligence and Security Command on the Better Opportunities for Single Soldiers' Council. Lt. Col. Robert L. Staggers, INSCOM Support Battalion commander presented the award to her at a battalion awards ceremony in December.

Campbell, a personnel security specialist in INSCOM's Security De-

tachment, has been an active participant in the BOSS council at Fort Belvoir, Va.

In the past two years, she has devoted her free time to chaperoning children on Halloween; contributing to the Fort Belvoir 1993 Fourth of July



Photo by T. Gardner Sr.

Spc. Regina L. Campbell

Nation's Best Foot Stompin' Fest and helping to present the single soldiers' case to restart Wednesday Night Discos at the Fort Belvoir NCO Club. Campbell has also participated in BOSS-sponsored car washes, and organized single soldiers' parties and concerts on post. In addition, she represented Fort Belvoir at the Annual Andrews Air Force Base Open House Air Show.

Despite the other BOSS activities she pursues, every Friday she attends the BOSS meeting.

"BOSS gives me a voice," said Campbell. "It lets me, as a single person, speak out."

For the past year, Campbell has been the secretary of the Fort Belvoir BOSS Council, said Gayle Rea, Program Director for SOSA Community Center and BOSS program manager.



Photo by Mike Berry

Sgt. Greg Allen Kamplain

Campbell became involved in the program through Sgt. Maj. Durwood L. Trammell, then the INSCOM Support Battalion command sergeant major. "He was the leader of it, so I got involved. Then he moved to a different section and I remained the rep," she said.

She works with 12 other *BOSS* representatives from other units at Fort Belvoir. Each unit is allowed to have a representative on the council.

"We have a diehard group of about five," said Rea. "If it hadn't been for these five, there wouldn't be a *BOSS* program here. We were trying to think of something to do to recognize these individuals and their motivation to get the program moving.

"This core group has been with the council the longest. These individuals faithfully attend the meetings. They are trying to rejuvenate the council," said Rea.

"I would like to see more single soldiers involved in *BOSS*," said Campbell. "They can get complaints resolved by getting involved."

(*Spc. Jeanne M. Colby*)

201st Nominated for NSA Director's Trophy

The 201st Military Intelligence Battalion, Vint Hill Farms Station, Va., has earned the Army's nomination for the 1993 National Security Agency Director's Trophy. The award is given for the most significant cryptologic achievement by a tactical unit. The 201st will compete with nominees from other branches of service for the award.

Through innovative application of nondevelopmental items of equipment and a tiered approach to deployment, the 201st has developed a rapid response capability to support U.S. and combined forces during crisis situations.

Even during these deployments, the unit maintains continuity on its TROJAN mission in order to support warfighters' strategic and operational intelligence requirements. The battalion conducts split-based operations from Vint Hill Farms Station, Va., Fort Gordon, Ga., and detachments deployed throughout their area of operations.

While operating in the most austere environments, the 201st has provided comprehensive and detailed signals intelligence support to ground forces deployed in the world's crisis areas. Commanded by Lt. Col. Thomas E. Woosley, the battalion has a vision of the future that, when fulfilled, will provide our ground forces commanders with rapidly deployable intelligence support that is task organized to put the right soldiers with the right equipment where it best satisfies the commander's requirements.

The 201st has managed to merge the best of two worlds, performing a garrison intelligence mission while providing tactical support to our forces. (*INSCOM PAO*)

Kelley Selected Fort Monmouth's Soldier of the Year

The phrase "retaining the best" is often heard in the corridors of Army facilities today. To soldiers, this means being the very best in everything they do.

One way to be recognized as one of the best is to win the Post Soldier of the Year Board. Soldiers from the 513th Military Intelligence Brigade, Fort Monmouth, N. J., recently competed. When it was all over, Spc. Tissa J. Kelley came out on top.

"I never thought that I would be doing anything like this," Kelley said. "I went before this board as prepara-



Spc. Tissa J. Kelley

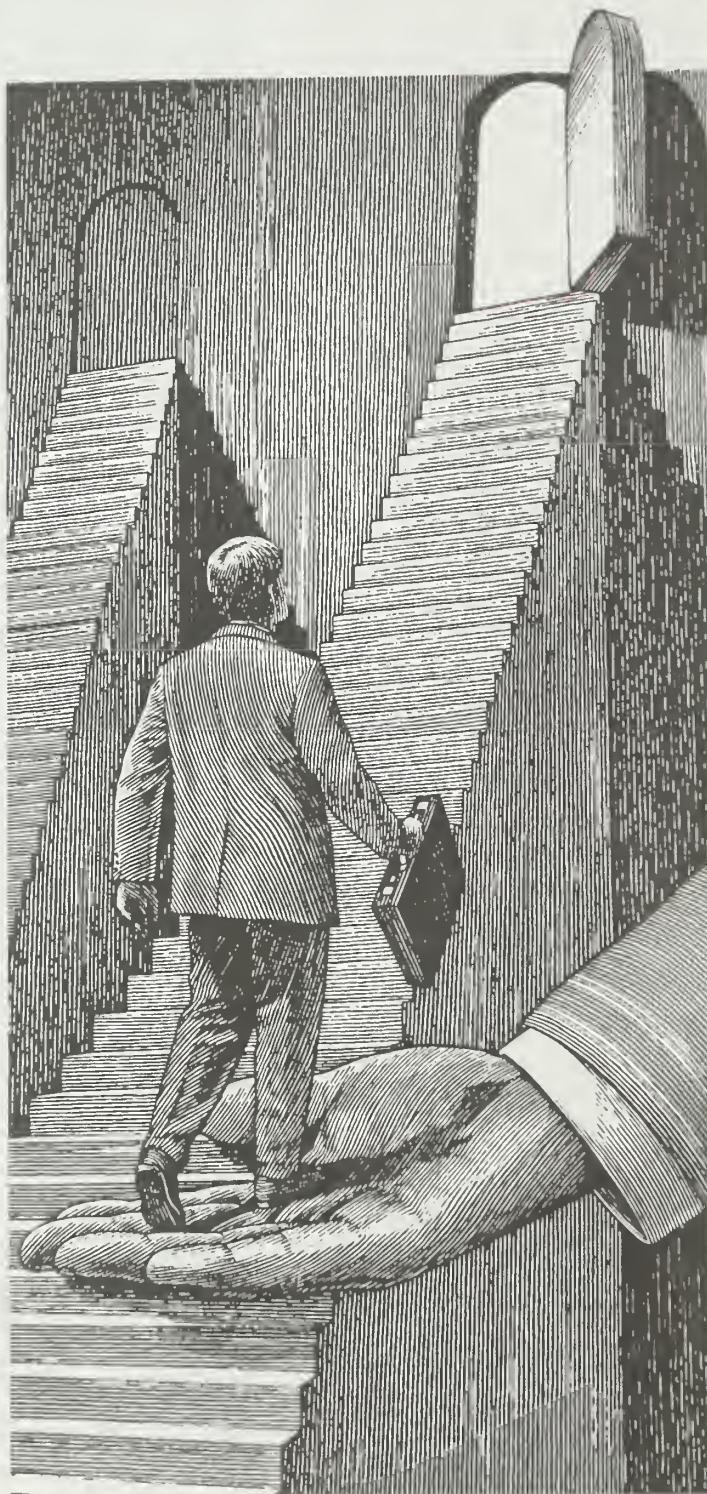
tion for the promotion board, and after that I just kept going."

With her drive and determination, Kelley won the Brigade Soldier of the Quarter and the Post Soldier of the Quarter Boards, before competing in the Post Soldier of the Year Board. Knowing that she would face stiff competition, Kelley said, "I had to study long and hard to be ready, but it was worth it. I want to encourage other soldiers to appear before these boards. The information learned will not only help them become better soldiers, but better future noncommissioned officers."

Since the competition, Kelley has been promoted to sergeant. She plans to reenlist and work toward a degree in criminal justice or medicine.

(*Spc. Claudine Cooper, 513th MI Brigade Public Affairs*)

Starting a Business? Talk With the SBA Pros



By Master Sgt. Linda Lee

Many people who leave the Defense Department need a job to make financial ends meet. This career change offers some a chance to pursue a dream to start their own business.

One hard part of starting a business is translating the dream into a reality, said Small Business Administration officials. A lot of careful planning goes into starting a business, and a lot of time, patience and planning go into making it a success.

The odds are somewhat against small businesses succeeding from the beginning, said administration officials. They estimate 60 percent of them fail within the first six years.

What type of business to start and where, and what market analysis has been done are just a few concerns that must be addressed, said officials. Others include whether to start a franchise-owned business or a partnership, or to buy an already established company or store.

Congress established the Small Business Administration in 1953 to help the millions of American small businesses. As part of this effort, the agency operates numerous business development and training courses.

Direct loans and training grant programs are only two of many agency efforts aimed at assisting veterans, officials said. The agency also works with the Departments of Defense and Labor to provide transition assistance to those leaving the military.

The Small Business Administration publishes many pamphlets on small business operation. They range

Regional Small Business Administration Offices

■ Region 1

(Connecticut, Maine, Massachusetts, New Hampshire, Rhode Island, Vermont)
60 Batterymarch St.
Boston, MA 02110
or call (617) 451-2023

■ Region 2

(New Jersey, New York, Puerto Rico, Virgin Islands)
26 Federal Plaza, Room 3108
New York, NY 10278
or call (212) 264-7772

■ Region 3

(Delaware, District of Columbia, Maryland, Pennsylvania, Virginia, West Virginia)
475 Allendale Road
King of Prussia, PA 19406
or call (215) 962-3750

■ Region 4

(Alabama, Florida, Georgia, Kentucky, Mississippi, North

Carolina, South Carolina, Tennessee)

1375 Peachtree St. N.E.
Atlanta, GA 30367
or call (404) 347-2797

■ Region 5

(Illinois, Indiana, Michigan, Minnesota, Ohio, Wisconsin)
230 South Dearborn St.
Room 510, Chicago, IL 60604
or call (312) 353-0359

■ Region 6

(Arkansas, Louisiana, New Mexico, Oklahoma, Texas)
8625 King George Drive
Dallas, TX 75235
or call (214) 767-7643

■ Region 7

(Iowa, Kansas, Missouri, Nebraska)
911 Walnut St., 13th Floor
Kansas City, MO 64106
or call (816) 426-2989

■ Region 8

(Colorado, Montana, North Dakota, South Dakota, Utah, Wyoming)
999 18th St.
Denver, CO 80202
or call (303) 294-7001

■ Region 9

(Arizona, California, Hawaii, Nevada, Pacific Islands)
Federal Bldg.
450 Golden Gate Ave.
Room 15307
San Francisco, CA 94102
or call (415) 556-7489

■ Region 10

(Alaska, Idaho, Oregon, Washington)
2615 4th Ave., Room 440
Seattle, WA 98104
or call (206) 442-5676

from deciding on the right kind of business and its location to understanding cash flow to pricing and budgeting.

Just a few of the almost 100 titles available include *Checklist for Going Into Business*, *Effective Business Communications*, *Evaluating Franchise Opportunities* and *Managing Employee Benefits*. There is a small processing fee for each pamphlet. Information on these and other pamphlets is available through local Small Business Administration offices.

Local better business bureaus, chambers of commerce, state eco-

nomics development agencies, libraries and professional organizations are just a few places where an individual can turn to for answers and help, said administration officials.

In addition, many local colleges offer courses on how to start a small business and how to succeed at it. Taxes, contracts and legal aspects are just a few of the many courses that you can take. Check with your local education center, local college or community education program for specific details.

The Small Business Administration regional offices, in addition to

district offices, are located within each region. For the nearest district office, check the local telephone directory for the telephone number and address, or contact the regional office; or call the administration's answer desk at toll free (800) 827-5722. ❄

Master Sgt. Lee is a writer with the American Forces Information Service.

Dental Cavities ...

Almost a Thing of the Past!

By INSCOM PAO Staff

There are many articles these days about health. We frequently see "The dangers of ..." pieces on health awareness issues ranging from smoking and alcohol to high fat content in our diet and lack of exercise.

There is, however, a health issue that predates many of these. Dental health concerns us all, as oral disease affects a broader segment of society than most other health problems. Though rarely life-threatening, poor dental health can significantly reduce the quality of our lives. It can impact on the way we feel as well as the way we look.

Oral disease has been a problem for humans from the beginning of history. Skulls of Cro-Magnon man, who inhabited the earth 25,000 years ago, show evidence of tooth decay. Written historical records from as long ago as 5000 B.C. deal with oral dis-

ease: a Sumerian text from this period describes how "tooth worms" were to blame for dental decay.

Attempts to treat dental problems also date back to ancient times. A lower jaw, discovered by archaeologists in Egypt and dated by experts from 2900-2750 B.C., has two holes drilled through the bone, presumably to drain an abscessed tooth. Most historians credit the ancient Greeks as being the first to extract diseased teeth, around 1300-1200 B.C.

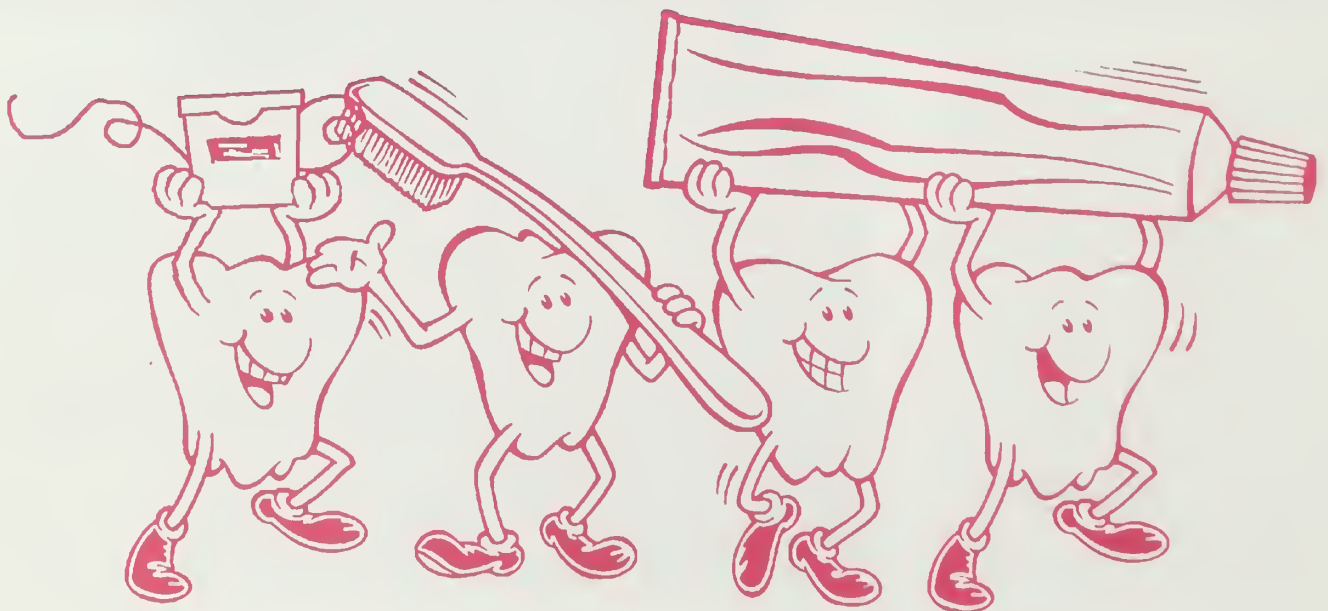
Arab physicians used dentifrice powders applied with small sticks that had been pounded on one end until they were soft, and also described in writing various techniques to scrape teeth clean. In Medieval Europe, wealthy persons could get dental care at home from their personal physicians, though the average person could usually only afford the services of self-taught practitioners who set up their booths in the market place. De-

cay was frequently removed with a drill comprised of a sharpened, metal rod that was rolled between the palms.

Today, dental treatment is much different from what it was like even 50 years ago. Local anesthetics, high speed, water-cooled drills and other modern equipment have virtually eliminated discomfort once thought an inevitable side effect of dental treatments. Through better understanding of oral disease, better general health care and diet, and emphasis on prevention, most people enjoy much better dental health than did their parents' generation.

Early Prevention

With emphasis on prevention of dental disease, rather than after-the-fact treatment, we can actually begin preventative measures for our children before they are born. Since a baby's teeth begin forming during the fifth week of pregnancy, effective



preventative dental care should begin well before birth. In this regard, it is important for pregnant women to pay special attention to diet. Since all the baby's vitamins and minerals come from the food the mother eats, good dietary habits will help promote proper formation of the baby's deciduous (or primary) teeth.

A baby's teeth should be cleaned as soon as they erupt, because they are susceptible to decay the moment they are exposed. Using a damp washcloth or cotton pad, wipe the teeth after each feeding. Avoid letting babies go to sleep with bottles of juice or milk. When babies fall asleep with a milk, juice or formula bottle in their mouth, the liquid pools around the teeth. Acids formed by these liquids can, over time, attack the tooth surface resulting in "nursing bottle mouth," a severe form of decay seen early on primary teeth. If your child must have a bottle to get to sleep, water is probably the best alternative.

Speaking of water, dental research has established that children who drink fluoridated water from birth have two-thirds fewer cavities. If you live in an area that has little or no fluoride in the water, you can get supplemental tablets or drops prescribed by your dentist or doctor. As your child grows, you can introduce fluoride toothpaste and mouth rinses, as well as professionally applied fluoride treatments. You should begin to brush your child's teeth as soon as he will tolerate it, and by the time he is two, his teeth should be flossed.

Most pediatric dentists like to begin seeing children at about the age of 3. You can make these visits positive experiences by encouraging a good attitude toward dental care. Let your child go with you for a routine checkup and meet the dentist. Make visits fun by scheduling them in conjunction with pleasant activities, like a trip to the zoo or to the movies, or to a favorite lunch spot.

When children are about 6 years old, their first molars begin coming in. The way molars develop, they naturally have deep fissures in the chew-

ing surface, and can be more prone to decay than other teeth. Cavities start when plaque is allowed to stay on the tooth surface for long periods. Plaque is a thin, sticky, bacteria-laden substance that is constantly forming on everyone's teeth. These bacteria produce acids from sugar in the food we eat, and these acids attack the tooth surface, causing decay.

That's why proper diet, brushing and flossing are so important. But small children tend to snack frequently and have poor brushing habits. In addition, many of the pits and fissures on the molars are too small to admit a toothbrush bristle, but more than big enough to collect and hold bacteria-laden plaque. These factors combine to form conditions which strongly promote decay, but there is a solution.

A relatively recent development in cavity prevention is the dental

sealant. These sealants act as a protective barrier to prevent bacteria from collecting in dental crevices. Your dentist will carefully clean and dry the teeth to be sealed, then apply an etching fluid which allows the sealant to partially penetrate the tooth surface. Once the sealant hardens, it completely protects the small, decay-prone natural fissures from any exposure to decay-causing plaque. Dental sealants are most effective when applied as soon as possible after the permanent teeth come in.

There are several important advantages to using sealants. They are a great deal faster than drilling and filling. And since drilling is unnecessary, there is absolutely no loss of tooth material, nor is there any discomfort.

As children enter their teens, their primary teeth give way to permanent teeth, and their dental needs become those of an adult. The most important things that one can do to ensure good dental health is to maintain a good diet, brush and floss after eating and see a dentist regularly. This last point is most important. Though you may do all of the above, there are still things that only a dental health professional can do for you.

Decay isn't the only problem dentists are concerned with. For example, sometimes people can miss small, hard-to-reach areas when flossing. Over time, plaque can become tartar, which is also called calculus. These hard, mineralized, crusty deposits tend to grow between the tooth surface and the gum, and can cause serious gum disease. Because of their location and composition, tartar deposits can only be effectively removed by a dental professional. Dentists also will look for other things as one gets older, such as receding gums, oral cancer, and other problems, some of which cannot be detected without using dental X-rays.

By practicing good dental hygiene, children today can reasonably see **DENTAL**, page 37

***Dental research
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Master Fitness Training Program in Full Swing

By Spc. Jeanne M. Colby

"Physical fitness is a part of life whether in the military or not. It's not just push-ups and sit-ups, but how you eat and your entire lifestyle," said Master Sgt. John A. Flanagan. "It will follow you throughout your life."

Flanagan, a recent graduate of the Sergeants Major Academy, Fort Bliss, Texas, attended Master Fitness Training School while at the academy. He had to choose an option to fulfill his extra curriculum requirement, and he had already completed a degree.

"The goal of the Army's physical fitness program is to improve each soldier's physical ability so he can survive and win on the battlefield. Physical fitness includes all aspects of physical performance, not just performance on the AFPT," according to Field Manual 21-20.

The MFT (master fitness trainer) looks at a unit's mission and designs a program that directly supports that mission, to better improve readiness, Flanagan said.

Formerly, soldiers trained to become MFTs in the school at Fort Benjamin Harrison, Ind. The school, however, has moved to Fort Benning, Ga., and provides the training through mobile training teams. The MTTs go to the sponsoring unit, such as the Sergeants Major Academy, to provide this instruction.

There are five instructors on each mobile training team — an officer-in-

charge, a noncommissioned-officer-in-charge, two noncommissioned officers, and a civilian (usually a physician), said Staff Sgt. Michael J. Keyes, assigned to the U.S. Army Physical Fitness School at Fort Benning, Ga. There are 10 classes held each year for the active duty component. The school also manages the course for the Reserves and National Guard.

In addition to the principles of exercise mentioned in Field Manual 21-20 (regularity, progression, balance, variety, specificity, recovery, and overload), one of the key things an MFT has to take into consideration is the commander's requirements, said Flanagan. "He is the one who is outlining what he wants his unit to be capable of doing, whether it is passing the AFPT, graduating from jump

When a unit decides they would benefit from this training, they should contact USAPFS operations for more information at (704) 545-2737 or DSN 835-2737. The caller will reach an answering machine and should leave a message and return number.

Written requests for the course must come from a division or brigade operations section, said Sgt. 1st Class Daniel K. Allen of the U.S. Army Physical Fitness School. When USAPFS receives requests from smaller units, the requests are forwarded to the appropriate level for action. Currently, USAPFS is booked until Fiscal Year 1995.

The sponsoring unit must fund a five-person mobile training team, including per diem, travel (with excess baggage), two rental vehicles and instructional materials.

USAPFS maintains records of all master fitness trainers on each installation, said Allen. The schedule is based on size and funds of the units involved and the number of MFTs located there and when the last MFT course was held at that location.

Class size ranges from 50 to 70 students, including 10 commandant's seats. The school reserves 10 seats in each class for units that are not on the schedule or have a projected loss of MFTs. Units at installations that a mobile training team does not provide the course to may request one of the commandant's seats. The commandant of the school allocates those seats in each class. Each commandant seat is funded by the requesting unit, not the sponsoring one.

A memorandum stating the need or reason for an MFT course, responsibility for all costs, best possible dates, and a point of contact can be sent to:

**Commandant, U.S. Army Physical Fitness School
ATTN: ATZB-PF-O
Fort Benning, GA 31905-5000**

school, or preparing for the expert infantryman badge.”

An MFT designs a program in accordance with the commander’s requirements and the unit’s mission. The platoon sergeants and squad leaders run the program once approved by the company commander. The MFT instructs the platoon sergeants or squad leaders on the program and can provide additional instruction as needed, Flanagan said.

“The MFT course is two weeks long and tailored to be academically demanding and physically challenging,” said Sgt. 1st Class Daniel K. Allen, also assigned to the U.S. Army Physical Fitness School. The course covers exercise and muscle physiology, human anatomy, nutrition, unit programming and how it relates to physical exercise and performance at the unit.

“The major point of the training that stands out in my mind is physiology,” said Flanagan. “The course gave me a better understanding of how exercise affects the body.”

For example, when a person begins exercising, he is using glycogen, a glucose in the muscle, which converts to lactic acid anaerobically (without oxygen). When the lactic acid builds up in the muscles, a person reaches “muscle failure” where the muscle shuts down. The lactic acid builds up and puts fine, microscopic tears in the muscle. These tears will create more

muscle mass, and make you stronger, said Flanagan. But when a person exercises at an elevated heart rate for a period of time, the person obtains his energy from triglycerides (fatty acids) which help a person lose weight.

“This is why you have to incorporate recovery into an exercise program,” said Flanagan. “When you use muscles until exhaustion, you need 24 to 48 hours’ rest, so those small tears will heal.”

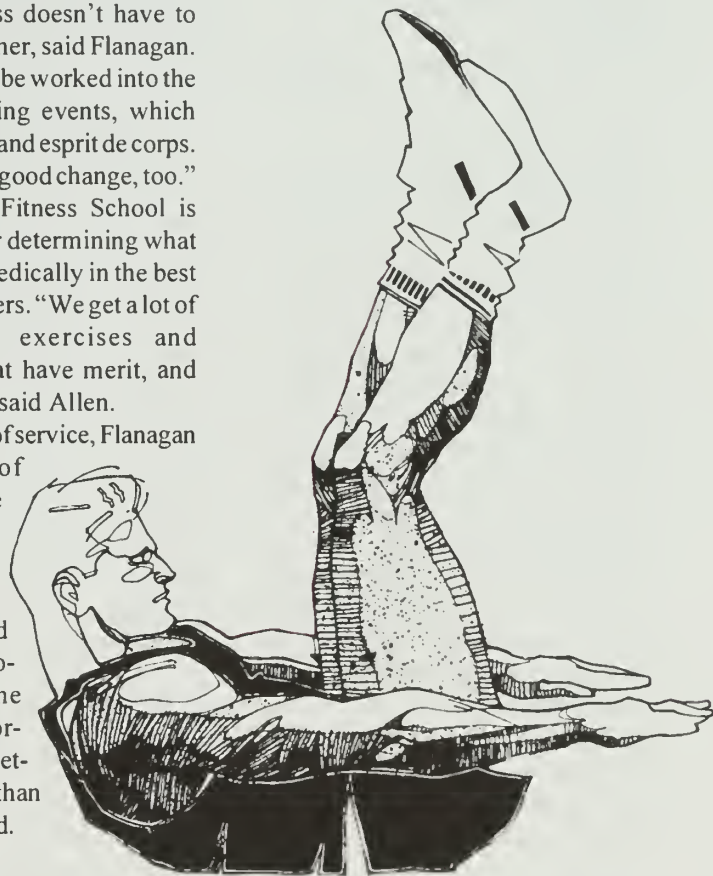
Physical fitness doesn’t have to be monotonous, either, said Flanagan. “Activities that can be worked into the program are sporting events, which promote teamwork and esprit de corps. Road marches are a good change, too.”

The Physical Fitness School is also responsible for determining what exercises are not medically in the best interest of the soldiers. “We get a lot of questions about exercises and stretches, some that have merit, and others that don’t,” said Allen.

After 18 years of service, Flanagan has seen a lot of changes in the physical fitness program. When he entered the service, the AFPT consisted of five events. “Programs used in the military today are organized to provide better physical fitness than in the past,” he said.

Some exercises and stretches used before are no longer used in today’s Army. “Medicine determined that some exercises aren’t good for the body,” Flanagan said.

“They are constantly making new determinations about different exercises,” said Flanagan. “Halfway through the course, they made some modifications to an exercise.”



DENTAL, from page 35

expect to keep all of their permanent teeth for the rest of their lives, probably with few or no cavities. It only takes minimal effort for adults to instill good habits in their children which will preserve their dental health. Adults can also monitor their own dental health to catch possible problems be-

fore they become serious. Both children and adults should see a dentist about every six months. While there, ask your dentist how to do self-exams at home. Watch out for oral cancer or other conditions that are curable if caught early. Be especially aware of any new conditions such as pain or numbness, swelling, easy bleeding of

gums, white or red patches or small growths.

See a dentist immediately should you notice anything that seems abnormal; in most cases early detection means an easier cure. Though the science of dentistry has come a long way, prevention is still up to you.



News of interest to members of the Total Army ... Active, Reserve, Guard and DA Civilians

Compiled by Maj. Donna L. Walthall

Savings Bonds Offer Alternate Savings Choice

When looking for a way to save for tomorrow, consider U.S. Savings Bonds.

More than 55 million Americans participate in the U.S. Savings Bond program. Series EE Savings Bonds currently guarantee four percent interest compared with the two percent or so offered by most banks, said treasury officials. They can be redeemed beginning six months after purchase and mature in 18 years. Two extensions, the first for 10 years and the last for two years, can be added to the initial term of 18 years for a final maturity of 30 years.

Servicemembers can purchase Series EE bonds at half their face value in denominations up to \$10,000. For example, a \$100 bond costs \$50 and a \$1,000 bond costs \$500. There is a purchase limit of \$15,000 in actual costs — \$30,000 in bonds' face value — per calendar year per individual. The bonds mature to their face value in later years.

It's easy to buy bonds, said treasury officials. Servicemembers can buy them over-the-counter or through a bond-a-month purchase program at local financial institutions.

The simplest method, however, is the payroll savings plan, added treasury officials. A set amount is de-

ducted from each paycheck for part or all of a bond's purchase cost. For example, a monthly deduction of \$50 buys a \$100 bond every month; \$25 deductions buy the bond every two months.

The current minimum interest rate for Series EE and HH bonds is 4 percent, said treasury officials. However, bonds issued before March 1, 1993, pay previously guaranteed minimums until the bond matures or the extended maturity period ends. For some bonds, that can be six percent or higher.

Series HH bonds, said treasury officials, are current income bonds with the interest paid by check to the individual twice a year or by direct deposit to the bondholder's bank account. They can be obtained only in exchange for Series E and EE savings bonds.

The variable market-based interest rate does not apply to these bonds. The interest rate for Series HH bonds issued on or after March 1, 1993, or HH bonds, which began extensions on that date, is 4 percent; those issued or extended before the March date continue to earn the rate guaranteed at time of issue or extension. Reasons to buy bonds, said defense finance officials, include the following:

- Interest is free from state and local taxes.

- You pay no federal taxes on the interest earned until the bonds are cashed or reach final maturity in 30 years. If exchanging Series EE bonds for Series HH, you may defer taxes even longer.

- If used to help pay college costs, some or all interest may provide special tax benefits.

- Bonds begin earning interest on the first day of the month that half of the purchase price is paid.

- If lost, stolen or destroyed, you can replace them at no cost.

- Bonds can be turned in for cash on demand.

- You pay no commissions or maintenance fees.

First sold in 1935, more than \$155 billion in savings bonds are currently outstanding. In fiscal 1992 alone, the U.S. Treasury sold more than \$13 billion worth of savings bonds. Every billion dollars worth of bonds sold saves the U.S. government about \$70 million in borrowing costs, treasury officials estimated.

For more information on U.S. Savings Bonds, check with the installation finance office, call the Treasury Department toll free at (800) 487-2663 or write to:

U.S. Treasury Dept.
Savings Bonds

Washington, DC 20226

(Master Sgt. Linda Lee, American Forces Information Service)



"Pay Patients" Paying More for Health Care in Military Hospitals

The cost for health care is rising everywhere, including military medical facilities. But high-quality military health care is still a good deal, because it's less expensive than in the civilian sector, said Navy Capt. Steve Olson.



Military facilities instituted a multiple-rate system Oct. 1, 1992. The new system most affects "pay patients," such as Department of Defense Dependents Schools teachers, eligible ex-military spouses or others without a military sponsor, said Olson, deputy director for DoD's health affairs' Operations and Management Support Office in Alexandria, Va.

Pay patients are responsible for 100 percent of the bills they incur in the military facility, due 60 days after discharge; facilities will arrange payment plans if necessary. The final cost depends on patients' insurance deductibles and coverage; the facility assists them in filing claim forms.

Pay patient rates are the same as those in the congressionally mandated Third Party Collection Program. Under that program, military medical facilities recoup expenses for treatment of patients who have civilian health insurance coverage, such as Mail Handlers or Blue Cross and Blue Shield.

The pay patient's cost of a military outpatient clinic visit jumped Oct. 1, 1992, from \$72 per day to \$100.

Some pay patients are crying foul about paying more for medical care. "In some instances, they have a legitimate complaint," Olson said. "They're upset about having to pay \$100 for such things as an outpatient visit to a dermatologist. They say, 'I don't pay \$100 for a dermatology visit back in my home town.' But by the same token, they only pay \$100 to visit a cardiologist. A cardiology visit in the states costs more than \$100."

"But the charge is all-inclusive. It's for everything a patient receives the day of the visit — from physician's

fee, lab work, X-ray and specialty care to prescription medication," said Air Force Chief Master Sgt. Kathleen I. Reents, a senior DoD health care program analyst. If a patient returns the next day, that's another charge.

Patients are only charged one fee per day. "For example, when someone is admitted to the hospital for surgery and is put in intensive care following the procedure, the patient will only be charged for the stay in intensive care," said Olson. "They will not be charged for general surgery and the intensive care unit, too. Also, they will not be charged for the day they're discharged."

"We're working on a new outpatient care rate similar to the collection program for inpatient care," Olson said. "We're developing outpatient rates that will reflect the cost of operating a clinic and the type of treatment patients receive."

New outpatient rates should be out soon, she said, adding that cost for dental care is being worked out.

"Pay patients are getting high-quality health care at a very reasonable price," Olson said. "That price is available to them without a lot of limitations and restrictions. All types of treatments are included."

(Rudi Williams, American Forces Information Service)

Essay Contest Sets Topic: Today's Military

"The Military Today" — that's the theme for this year's Freedom Foundation's military essay contest, said Katherine Wood, the foundation's

vice president and director of awards. The contest is open to all active duty and reserve component members, as well as Reserve Officers Training Corps and Junior ROTC students, she said.

"This program recognizes, nationally, individuals who are promoting responsible citizenship and heritage," said Wood. The first-place winner receives a framed George Washington Honor Medal and a \$100 U.S. savings bond, while second-place winners receive the medal and \$50 savings bonds. There is no set number of second-place winners, Wood explained, adding that the foundation selects whatever number of essays it feels answer the topic.

The essay should be between 100 and 500 words in length, typed and double-spaced. It must be postmarked by May 1, 1993.

Personal information that must be submitted with the essay includes name, rank, Social Security number, service, and military and permanent home addresses. The name, rank and address of the individual's commanding officer must also be included, said Wood.

Also, if the entrant is a ROTC or Junior ROTC member, the name and address of the school, along with the name of the military instructor, must also be submitted.

For more information or to mail an essay with the required information, write to:

Awards Department
Freedoms Foundation
Route 23

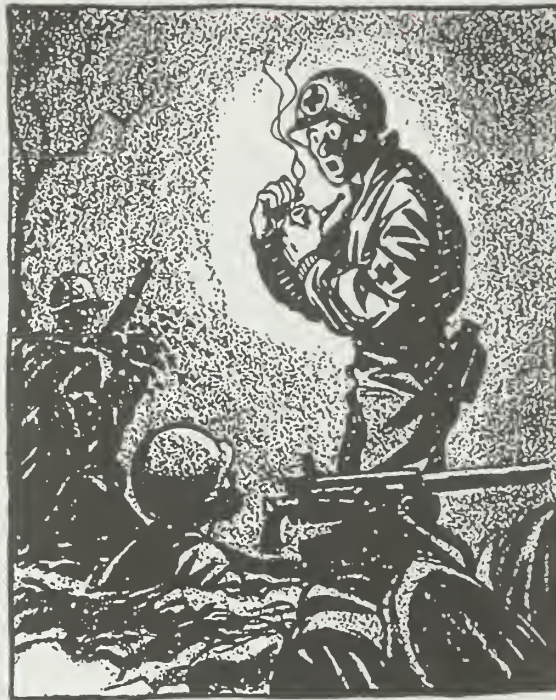
Valley Forge, PA 19481

(American Forces Information Service)



CLASSIC WWII HUMOR RETURNS

WILLIE & JOE *Bill Mauldin*



"It's okay, Joe. I'm a noncombatant."

Bill Mauldin achieved international fame as the youngest person ever to win a Pulitzer Prize with his famous World War II editorial cartoons. Though Willie and Joe were soldiers, servicemembers of all branches could see themselves in their cartoons. Now 50 years after Mauldin brought Willie and Joe to the pages of the *Stars and Stripes* newspaper, they speak again to a new generation. (Copyright 1946 by Bill Mauldin, used with permission.)

WWII CHRONOLOGY, FEBRUARY 1944

8 (CBI) Gen. Stilwell's mission to Washington reports that a major Japanese offensive is about to begin, according to estimate of situation by General Headquarters, India.

(M) Gen. Wilson informs Joint Chiefs of Staff that he must have more definite information regarding the size of ANVIL assault in order to plan campaign in Italy.

10 (ETO) Combined Chiefs of Staff announce that D-Day for OVERLORD will be postponed about three weeks. All LSTs (landing ships, tanks) in the Mediterranean not vitally needed are to be returned to U.K.

12 (ETO) CCS issue directive to Gen. Eisenhower on his duties as Supreme Allied Commander, Allied Expeditionary Force, which will invade the European continent to destroy German armed forces. Target date is set as May 1944.

13 (ETO) CCS order a combined bomber offensive against Germany aimed at destruction of "military, industrial, and economic systems," disruption of communication lines; and reduction of airpower.

14 (ETO) Gen. Eisenhower, upon receiving CCS directive of 12 Feb. establishes headquarters, Supreme Headquarters Allied Expeditionary Force (SHAEP). Chief of Staff to the Supreme Allied Commander (designate) staff comes under control of

Supreme Headquarters, Allied Expeditionary Force.

25 (UK) Prime Minister Churchill assures President Roosevelt that the upper Burma campaign will not be curtailed for the sake of Operation CULVERIN or any other amphibious operation.

Event Locations:

- (CBI) China-Burma-India
- (ETO) European Theater of Operations
- (M) Mediterranean
- (UK) United Kingdom

Source: United States Army in World War II, Special Studies, Chronology 1941-1945, Office of the Chief of Military History, Department of the Army, Washington, D.C., 1989.

Calendar of Events

February 1994

American Heart Month
Black History Month
National Children's Dental Health Month

- 1 Freedom Day
- 1 Be an Encourager Day
- 2 Groundhog Day
- 6-12 Boy Scouts of America Anniversary Week
- 12-17 XVII Olympic Winter Games, Norway
- 14-18 MI CSM/G2 Conference, Fort Huachuca, Ariz.
- 14 Valentine's Day
- 15 Mardi Gras
- 21 Presidents Day (Federal Holiday)
- 28 1994 DoD Commanders' Conference,
Norfolk, Va. (to March 3)
- 28 Anniversary of the Final Episode of M*A*S*H

March 1994

American Red Cross Month
National Women's History Month
Mental Retardation Awareness Month

- 1 Articles of Confederation ratified (1781)
- 3 National Anthem Day
- 4 World Day of Prayer
- 6-12 National PTA Drug and Alcohol Awareness Week
- 16 Freedom of Information Day
- 17 St. Patrick's Day
- 20-26 American Chocolate Week
- 20-26 National Poison Prevention Week
- 20 Earth Day

—1994—

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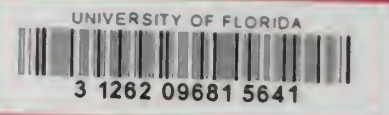
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COMMANDER
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FORT BELVOIR VA 22060-5246



Presidents Day

On February 21, 1994, Presidents Day will honor the 41 former presidents of the United States. Presidents Day originally observed the birthdays of George Washington (Feb. 22) and Abraham Lincoln (Feb. 12). The adoption of the Monday Holiday Law moved the observance of Washington's birthday from Feb. 22 to the third Monday of the month, and the true significance of Presidents Day was lost and changed to honor all former presidents of the United States.



*Words may be read straight across, backward, up, down or diagonally.
(Solution on page 22.)*

WASHINGTON
MONROE
W. H. HARRISON
FILLMORE
A. JOHNSON
ARTHUR
T. ROOSEVELT
COOLIDGE
EISENHOWER
FORD

J. ADAMS
J. Q. ADAMS
TYLER
PIERCE
GRANT
CLEVELAND
TAFT
HOOVER
KENNEDY
CARTER

JEFFERSON
JACKSON
POLK
BUCHANAN
HAYES
B. HARRISON
WILSON
F. D. ROOSEVELT
L. B. JOHNSON
REAGAN

MADISON
VAN BUREN
TAYLOR
LINCOLN
GARFIELD
MCKINLEY
HARDING
TRUMAN
NIXON
BUSH

Compiled by Maj. Donna L. Walthall, INSCOM PAO